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Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic for the period from 1 July 2017 to 30 June 2018

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) for the period from 1 July 2017 to 30 June 2018, which amounts to $921,580,500.

During the period from 1 July 2017 to 30 June 2018, MINUSCA will implement the extended activities mandated by the Security Council in its resolution 2301 (2016) of 26 July 2016. The Mission will focus its efforts on supporting the protection of civilians and human rights by reducing the presence of, and the threat posed by, armed groups; supporting the peace and political processes in the Central African Republic, including, inter alia, the new Government, its establishment and the implementation of reforms, and building its capacity.

The proposed budget in the amount of $921,580,500 represents an increase of $852,600, or 0.1 per cent, compared with the apportionment of $920,727,900 for the previous financial period.

The budget provides for the deployment of 169 military observers, 10,581 military contingent personnel, including 311 military staff officers, 400 United Nations police officers, 1,680 formed police units personnel, 809 international staff (including 40 temporary positions), 706 national staff (including 9 temporary positions), 254 United Nations Volunteers and 108 Government-provided personnel.

The total resource requirements for MINUSCA for the financial period from 1 July 2017 to 30 June 2018 have been linked to the objective of the Mission through a number of results-based frameworks, organized according to components (protection of civilians and human rights, support to the political process and reconciliation, restoration and extension of State authority, and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both of human resources and of financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures*[a] *(2015/16)*	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	400 733.3	418 996.9 2	437 006.6	18 009.7	4.3
Civilian personnel	156 474.2	164 749.4	164 271.1	(478.3)	(0.3)
Operational costs	268 823.5	336 981.6	320 302.8	(16 678.8)	(4.9)
Gross requirements	**826 031.0**	**920 727.9**	**921 580.5**	**852.6**	**0.1**
Staff assessment income	10 634.0	11 551.7	12 235.7	684.0	5.9
Net requirements	**815 397.0**	**909 176.2**	**909 344.8**	**168.6**	**0.0**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**826 031.0**	**920 727.9**	**921 580.5**	**852.6**	**0.1**

[a] Includes expenditures for 44 posts (1 P-4, 1 P-3, 1 P-2, 2 FS, 4 NPO and 35 NGS) and operational costs in respect of the Regional Service Centre in Entebbe, Uganda, which were included in the approved budget for the 2015/16 period.

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management										
Approved 2016/17	–	–	–	–	113	103	2	42	–	260
Proposed 2017/18	–	–	–	–	118	101	2	41	–	262
Components										
Protection of civilians and human rights										
Approved 2016/17	169	10 537	400	1 680	79	36	–	37	40	12 978
Proposed 2017/18	169	10 537	400	1 680	60	31	9	31	–	12 917
Support to the political process and reconciliation										
Approved 2016/17	–	–	–	–	50	6	–	23	–	79
Proposed 2017/18	–	–	–	–	65	10	–	32	–	107
Restoration and extension of State authority										
Approved 2016/17	–	–	–	–	55	85	–	17		157
Proposed 2017/18	–	–	–	–	56	123	–	17	108	304
Support										
Approved 2016/17	–	44	–	–	441	454	62	119	–	1 120
Proposed 2017/18	–	44	–	–	470	432	38	133	–	1 117
Total										
Approved 2016/17	**169**	**10 581**	**400**	**1 680**	**738**	**684**	**64**	**238**	**40**	**14 594**
Proposed 2017/18	**169**	**10 581**	**400**	**1 680**	**769**	**697**	**49**	**254**	**108**	**14 707**
Net change	**–**	**–**	**–**	**–**	**31**	**13**	**(15)**	**16**	**68**	**113**

[a] Represents the highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

A classification exercise entailing previously unclassified posts was conducted for all missions and service centres during the 2016/17 period. The results of that exercise are reflected in the present budget report to the extent that any posts were classified at a different level (upward or downward), including any changes in functional title.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) was established by the Security Council in its resolution 2149 (2014) of 10 April 2014. In its resolution 2264 (2016) of 9 February 2016, the Council decided that MINUSCA would comprise 108 corrections officers, which includes an additional 68 corrections officers. The most recent extension of the mandate was authorized by the Council in its resolution 2301 (2016) of 26 July 2016, in which the Council extended the mandate until 15 November 2017.

2. In addition to continuing to ensure the protection of civilians and the promotion and protection of human rights and to facilitate the unhindered delivery of humanitarian assistance, the Mission is mandated by the Council in its resolution 2301 (2016) to help the Council achieve an overall strategic objective, namely, to support the creation of conditions conducive to the sustainable reduction of the presence of, and the threat posed by, armed groups through a comprehensive approach and a proactive and robust posture, without prejudice to the basic principles of peacekeeping. The Council also decided that the mandate should be implemented through a sequenced and concurrent approach.

3. As part of this overall objective, during the budget period, MINUSCA will contribute to a number of expected accomplishments by delivering the related key outputs presented in the frameworks below, which are organized according to four components: protection of civilians and human rights; support to the political process and reconciliation; restoration and extension of State authority; and support.

4. The expected accomplishments would lead to the fulfilment of the objectives of the Security Council within the lifetime of the Mission and the indicators of achievement provide a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSCA in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the approved budget for the 2016/17 period, are explained below under the respective components.

5. Mission headquarters, which is located in Bangui, is currently supporting 45 sites overall. Some sites have several camps: Bangui — 11 camps (M'poko — 5 camps, Joint Task Force Centre, Mission headquarters premises in Des Jean, Socatel, Barr d'honneur, Morova and Castor); Sector West — 10 camps (Bouar — 5 camps, Berbérati, Paoua, Bozoum, Bossangoa and M'baki); Sector Centre — 13 camps (Kaga Bandoro — 3 camps, Bambari — 2 camps, Sibut, Mobaye, Dekoa, Mbres, Grimari, Bamingui and Ndélé — 2 camps); and Sector East — 11 camps (Bria — 6 camps, Bangassou, Birao, Obo, Rafai and Zemio).

B. Planning assumptions and mission support initiatives

6. The Central African Republic achieved a significant milestone with the end of the political transition in March 2016 following the holding of the constitutional referendum and free and fair presidential and legislative elections. The democratic election of a new leadership created a window of opportunity for consolidating and strengthening peace in the country. However, despite this important progress, challenges remain daunting. State capacity is extremely low and significant instability persists, given the weak political, socioeconomic, structural and governance capacities of the country. This instability is exacerbated by weak social cohesion and a deep-rooted sense of marginalization among certain communities, particularly those in the isolated and sparsely populated north-east, where public administration and State infrastructure, including internal security forces, have historically been absent. Persistent outbursts of violence throughout the country demonstrate the fragility of the gains achieved on the path towards peace, while the security situation is expected to remain volatile.

7. The continued presence of armed groups and the political spoilers who support them, intercommunal violence and the lack of capacity of the national security forces pose the most pressing and dangerous challenge to the stability of the country. Armed groups continue to threaten civilians, divert and illicitly exploit natural resources, undermine security and the rule of law and deny the Government access to and authority over large parts of the country. In addition, criminal activities aimed, inter alia, at controlling the natural resources of the Central African Republic are expected to persist, as is the targeting of the international community, including attacks against humanitarian workers present in the country. Vulnerable communities will continue to endure threats and dire humanitarian conditions.

8. While the security situation has stabilized since the election of the President of the Central African Republic, it remains fragile, with recurring violent episodes resulting from sporadic clashes among fragmented armed groups and heightened intercommunal tensions which are being exploited by political spoilers. Since mid-September 2016, MINUSCA has addressed a series of security incidents in Bangui and in other parts of the country. The violence has produced new humanitarian needs and further displacement of some 45,000 people. This was aggravated by the direct targeting of international actors, in particular aid workers, some of whom have been forced to suspend their activities in the field and relocate to the capital. The spiral of violence has also led to a shift in public opinion against the Mission in some areas, posing an additional challenge to the implementation of its mandate.

9. Despite these security challenges, the Government authorities have accelerated the adoption of key reforms. The Strategic Committee for Disarmament, Demobilization and Reintegration, Security Sector Reform and National Reconciliation, chaired by the President of the Central African Republic, adopted a national strategy on disarmament, demobilization, reintegration and repatriation, the national security policy and the five-year Police and Gendarmerie Capacity-building and Development Plan. The President of the Central African Republic and the then Deputy Secretary-General, on behalf of the Secretary-General and the international community, signed the Framework of Mutual Accountability, a strategic framework

agreed between the Government of the Central African Republic and the international community to ensure Central African Republic leadership and ownership of key reforms central to the implementation of the vision of the President, Security Council resolution 2301 (2016) and the National Recovery and Peacebuilding Plan.

10. The assumptions underlying the planned activities of the Mission for the 2017/18 period are the following: the newly elected Government in the Central African Republic will continue, throughout the 2016/17 period, to lead key reforms and begin to build the capacity to provide basic social services to its people and maintain law and order, including protecting its citizens, addressing impunity and managing resources, with the objective of ensuring that the population benefits gradually and concretely from these efforts and establishing an inclusive governance; and improvement will continue in terms of respect for basic human rights and, in some areas, the establishment of conditions for the voluntary, safe and sustainable return of displaced persons and refugees to their communities of origin. The ability of MINUSCA to deliver its mandate could be facilitated if the international community fulfils its financial commitments for the next five years through execution and appropriate allocation of resources pledged at the Brussels Conference for the Central African Republic in November 2016 within the context of the National Recovery and Peacebuilding Plan, which aims at supporting the authorities of the Central African Republic in their efforts towards recovery in accordance with their national plan.

11. It is further expected that the President and his cabinet, after having governed for over a year, will have a firmer grasp of the challenges faced by the country and will be able to better withstand potential challenges to their legitimacy; that the Mission will be in the process of implementing its strategy adopted to reduce the presence of, and the threat posed by, armed groups, with revised functional and geographical priorities; that threats against civilians will remain high in the absence of significant progress in the reform of the security and defence institutions; that the security conditions will permit the movement of staff and the deployment of operational resources as well as the deployment of MINUSCA in key priority areas; that goods and services will be delivered as contracted; and that the economic recovery will continue, albeit at a slow pace.

12. The Mission will focus its activities on three interrelated and complementary strategic priorities:

(a) Improving protection of civilians and human rights, including through an improved security environment which also allows for the unhindered delivery of humanitarian assistance and the safe return of internally displaced persons and refugees;

(b) Supporting the political process and reconciliation, including through security sector reform, disarmament, demobilization, reintegration and, in case of foreign elements, repatriation; and advancing the rule of law and the fight against impunity;

(c) Supporting the restoration and extension of State authority and the building of State capacity, including through improving the presence and functioning of judicial and penitentiary institutions; the management of natural

resources; and working with partners to establish the foundation for socioeconomic development in the country. The Mission will work towards these outcomes in partnership with United Nations agencies, funds and programmes and with partners in the national and the international community.

13. With regard to the first priority, the Mission will support the authorities of the Central African Republic in fulfilling their primary responsibility, which is to protect all civilian populations living in its territory. Specifically, MINUSCA will foster an improved security environment in the country by reducing the threats to its citizens, in particular women and children, of physical violence, human rights abuses and lack of access to basic services such as health care, food, water and sanitation, inclusive of the identification and reporting of any threats or attacks. In doing so, and on the basis of the revision of the mandate of the Mission and defined functional and geographical priorities, the Mission will reconfigure and consolidate its civilian, security, military and police posture and change the tempo of its operations, as authorized by the Security Council in its resolution 2301 (2016). In this regard, MINUSCA will continue to deploy forces across the entire area of operations, working in conjunction with the limited national security forces present throughout the country. The Mission will consolidate its operating bases and create reserve forces in each sector so that it can maintain a mobile and flexible posture and support longer-range patrols, including through the use of a quick reaction force, as well as a specific special weapons and tactical formed police unit, while mitigating risks to civilians posed by its military and police operations.

14. While providing immediate security and protection, including through unilateral security operations, as necessary, MINUSCA will build the capacity of the Government to assume the aforementioned responsibilities over the long term. In parallel, through the integrated presence of military, police and relevant civilian components of the Mission, MINUSCA will continue to support the Government's efforts to create and maintain a secure environment which allows for civilian-led delivery of humanitarian assistance and the sustainable and voluntary return or resettlement of internally displaced persons and refugees. The Mission will also ensure the protection of United Nations staff and assets.

15. The Mission will support the Government in ensuring that laws, policies and human rights institutions of the Central African Republic are equipped to monitor and respond to violations of international humanitarian and human rights law. It will place a particular focus on reducing the number of violations against women and girls, including through encouraging the Central African authorities to pass national legislation aimed at punishing conflict-related sexual violence. The Mission will monitor, help investigate and report all violations of international humanitarian law and rights, including all forms of sexual violence and abuse committed against women and children.

16. During the period, it is expected that the Government of the Central African Republic will continue building on the progress made in developing and implementing the reforms necessary to support the sustainable reduction of armed groups and establish the foundation for progressive and sustainable extension of State authority as a means of contributing to the prevention of a relapse into conflict. In order to actively reduce perceptions of the legitimacy of armed groups as substitutes for State authority, the Mission will assist the Government in

addressing the root causes of conflict, particularly through provision of support to reconciliation processes and the establishment of democratic and accountable political institutions and practices. Specifically, the Mission will pursue a political strategy that emphasizes dialogue and a robust and proactive military strategy devised to achieve the sustainable reduction of the presence of armed groups and the threat they pose. It will seek to foster stability and defuse tensions in the short term and address the legitimate grievances of communities in the longer term while delegitimizing and drawing support away from those armed groups, and will support the deployment of existing security forces and administrators in law, justice and penitentiary systems in priority areas.

17. In collaboration with the United Nations country team and other partners, MINUSCA will assist the authorities in providing basic administrative services, and will promote the implementation of the agreements resulting from the Bangui Forum of May 2015, which were intended to serve as the basis for a social pact between leaders and those they govern. The Mission will foster good governance and inclusive political dialogue and reconciliation by engaging not only stakeholders across the political spectrum and all parties to the conflict, including spoilers and armed groups, but also local communities, victims and civil society. In support of the political process and reconciliation, the Mission will provide assistance towards advancing the rule of law and the fight against impunity, including through urgent temporary measures, at the request of the authorities of the Central African Republic, and the operationalization and facilitation of the functioning of the Special Criminal Court. The Mission will also provide support for the establishment of the foundation for a transitional justice process, including through support for the development of a national transitional justice strategy.

18. With regard to the third priority, noting the lack of State authority outside of Bangui, the Mission will support and protect, where necessary, the urgent capacity-building of the State across the Central African Republic. The Mission will work with the Government and the United Nations country team to strengthen State institutions to enable extension of State authority across the Central African Republic and to enable the Government to perform basic functions in the areas of security, rule of law and justice, and socioeconomic development, which will promote sustainable peace and lay the groundwork for broader development. The Mission will also take steps to extend the authority of the State over its natural resources to enable it to gain an important source of government revenue and reduce the illicit exploitation of natural resources which provides support to the armed groups active in the country.

19. To support the strategic priorities and objectives outlined above, the Mission will continue to implement a robust communications and outreach strategy across the entire country to improve engagement with Central Africans, strengthen and safeguard the reputation of the United Nations in the Central African Republic, and ensure that the responsibilities and activities of the Mission are well understood. The Mission will continue to use radio and other tools to inform citizens, parties to the conflict, regional and international actors, and other stakeholders of the role of MINUSCA in the Central African Republic and the activities that it is undertaking. The communications strategy will be tailored to the unique needs of the diverse communities, with an initial focus on high-risk areas, and will strengthen the approach of the Mission in using dialogue and consultation. The Mission will also

mainstream community engagement across its activities, taking a community-based approach to peacekeeping. A particular focus will be placed on engaging women, youth and other marginalized groups to better understand their perceptions, needs and expectations, and to enhance their participation in decision-making in both peacekeeping operations and the broader political process.

20. The budget proposal for the 2017/18 period includes changes to the staffing establishment of the Mission based on the recommendations of the civilian staffing review conducted by the Departments of Peacekeeping Operations and Field Support in August 2016, which took into consideration evolving and concurrent priorities following the renewal of the mandate of the Mission and the significant changes therein. The proposed staffing strategy also took into consideration the principles of achievability, the global field support strategy, flexibility and responsiveness to conditions on the ground. The detailed proposed staffing changes for the 2017/18 period are set out in section I.E of the present report.

21. Recommendations of the civilian staffing review with respect to improving the effectiveness and productivity of mandate delivery and the prioritization of tasks, as decided by the Security Council in paragraphs 33 to 36 of resolution 2301 (2016), would be implemented through staffing proposals entailing, for example, the change in the reporting lines of the Board of Inquiry Unit, the Gender Affairs Unit and the Electoral Affairs Section; the consolidation of the Senior Women's Protection Adviser and Child Protection Unit under the Human Rights Division; increased capacity for activities related to security sector reform, disarmament, demobilization and reintegration, and civil affairs, and the activities of the United Nations police; increased capacity for facilities and engineering (water and sanitation) and medical services to improve living and working conditions and access to health care of all MINUSCA personnel in line with the standards of the United Nations; increased capacities for contract management and warehousing; reorganization of the Property Management Section to rationalize reporting lines; establishment of a unit within the Geospatial, Information and Telecommunications Technologies Section to manage the wider scope of technologies utilized for intelligence, surveillance and reconnaissance; and redeployment and reassignment of some functions from the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) logistics hub and the Regional Procurement Office as the operations of the Mission have been established, to continue to report into the support component but from the area of operations of the Mission.

22. The Mission Support Division will continue to provide core services throughout the Mission area: (a) while anticipating the need to build entirely self-contained and self-supported United Nations bases outside of Bangui as a result of poor infrastructure; (b) while opportunities for outsourcing services to commercial providers continue to be limited or expensive; and (c) while Mission personnel continue to face challenging security, living and working conditions. This has resulted in significant gaps in service delivery, including in the provision of living and working conditions in line with United Nations standards, in the delivery of critical infrastructure projects, in the area of medical care and in achievement of compliance with environment policies. Consequently, the military engineering capability has been enhanced through the deployment of an engineering unit, while access to health care in Bouar has been strengthened through the addition of 15 medical contingent personnel, annexed to the Bangladeshi level I+ clinic.

23. Plans to reconfigure and consolidate the positioning of military and police deployed in the area of operations of the Mission and reduce its geographical footprint during the 2016/17 period, while ensuring sufficient mobility to respond to threats, are factored into the determination of support requirements for the 2017/18 period. Mobility requirements were identified in line with the deployment plans, as well as requirements for medical and casualty evacuation support, pursuant to which the Mission has expanded and reconfigured its fleet of aircraft allowing for the extraction of patients.

24. During the period, the Mission will continue to improve its strategic communications and to further develop its joint operational planning process, under the executive direction of the Chief of Staff. The Mission Support Division will ensure that the Mission is adequately equipped with the advanced technology needed to provide senior leadership with enhanced situational awareness and strategic analysis. In this regard, the technology enabling unit proposed under the Geospatial, Information and Telecommunications Technologies Section would manage the various technologies used by the Mission, inclusive of an unmanned aerial system, to support intelligence, surveillance and reconnaissance and contribute to development of a common operating picture and provide continued force protection and technology-based security services for perimeter control and the security of personnel.

25. MINUSCA will continue to implement a comprehensive environmental programme, which addresses the impact of the operations of the Mission. It is planned that environmental initiatives begun during the 2016/17 period with projects and ongoing activities for compliance monitoring will continue into the 2017/18 period. In addition to waste management projects, which have commenced, there will be a continuation of the planning and implementation of specific environmental initiatives, such as the design of energy systems, optimization of generators, use of rechargeable light emitting diode (LED) lighting, installation of solar panels on rooftops and use of energy-efficient air-conditioning units,. Overall, the Mission will implement the environmental strategy for peacekeeping missions to enable them to achieve maximum efficiency in the use of natural resources and to operate with minimum risk to people, societies and ecosystems in the Central African Republic, thereby exerting a positive impact, where possible. The Rapid Environment and Climate Technical Assistance Facility (REACT) project, carried out in partnership with the United Nations Environment Programme (UNEP), will help to further improve environmental performance in the field.

26. Significant projects planned for the 2017/18 period include construction of multipurpose and reinforced concrete platforms, perimeter walls, mobile defence and protection barriers, and related access controls, opening of deep water wells, and construction of masonry buildings in one camp. MINUSCA will continue its establishment of accommodations and office space for its personnel in Bangui and the sectors, with hard wall construction, using local labour and materials where possible, in consideration of the benefits for the local community and economy and as a means of promoting peaceful coexistence and stabilization of a fragile peace under the new Government. While the use of local-grade hard wall or more permanent structures for accommodations and office space reflects a change in the strategy for the establishment of facilities and infrastructure of the Mission, they will complement existing and additional prefabricated structures and will meet

engineering requirements, which were not feasible with prefabricated facilities. In addition, the footprint would still be minimized, as the Mission will use existing camps, while the employment opportunities arising from the construction projects will offer another alternative to armed groups.

27. The Mission will seek greater efficiency with regard to retreats by reducing their frequency, keeping them local and utilizing the conference rooms within the premises of the Mission and video telecommunication facilities for staff in the sectors, thereby eliminating the cost of renting conference rooms and travel, including to locations such as Entebbe.

C. Regional mission cooperation

28. MINUSCA will seek economies of scale in cooperation with missions in the region whenever the opportunity arises. MINUSCA will continue to leverage existing assets of the United Nations Operation in Côte d'Ivoire (UNOCI) and the United Nations Mission in Liberia (UNMIL) following their withdrawal and downsizing to meet the facilities requirements of MINUSCA through intermission transfer.

29. In addition, the Mission will continue to use the MONUSCO logistics hub located in Entebbe, embedding two Field Service and two national General Service civilian personnel who will perform support functions related to logistics, engineering, information technology and supply chain management. In view of the planning assumptions and support initiatives of MINUSCA for the 2017/18 period, and taking into consideration that the capacity of MINUSCA, which is embedded within the MONUSCO logistics hub and the Regional Procurement Office, was approved to support the start-up phase of the Mission, MINUSCA will reduce its embedded presence. Accordingly, its staffing proposal for the 2017/18 period includes the redeployment and reassignment of 14 posts (2 P-3, 4 Field Service and 8 national General Service) and 1 temporary National Professional Officer position to the area of operations of the Mission to support the additional requirements identified through the civilian staffing review.

D. Partnerships, country team coordination and integrated missions

30. The mandate calls for a close and effective partnership between MINUSCA and the national authorities of the Central African Republic. MINUSCA will explore the possibility of co-locating its personnel in key national institutions in support of extending State authority in priority areas, including the implementation of national reforms in the security sector, and in close coordination with the European Union training mission. In partnership with the United Nations Office for Project Services (UNOPS), the United Nations Development Programme (UNDP) and international partners, MINUSCA will provide technical assistance to national authorities, including with regard to the reinstatement of the criminal justice system and the operationalization and functioning of the Special Criminal Court within the context of the fight against impunity; and will coordinate, including with the national authorities and United Nations entities, the management of weapons and address related aspects. The Mission will seek the collaboration of, and greater integration

among, the major stakeholders, including the African Union, the Economic Community of Central African States, the European Union, international financial institutions and bilateral partners, with a view to building synergies and complementarities for the purpose of stabilizing the political situation in the Central African Republic, including with regard to the management of natural resources.

31. MINUSCA will continue to collaborate with other United Nations organizations operating in the Central African Republic in order to foster the principle of one United Nations and offer multidimensional and multidisciplinary responses to the priorities of the elected authorities, while respecting the mandates of other United Nations entities as well as the humanitarian space.

32. Within the context of the Framework of Mutual Accountability established by the Government of the Central African Republic and international partners, the National Recovery and Peacebuilding Plan and the United Nations Development Assistance Framework, pledges were made by international partners at the Brussels donors conference in November 2016, including the European Union and the World Bank, as well as bilateral and other donors, in support of the stabilization of the Central African Republic and its long-term peacebuilding needs. MINUSCA will support the coordination of this international assistance in building the synergies and complementarities needed to stabilize the political and security situation in the Central African Republic.

E. Results-based-budgeting frameworks

33. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms associated with the six categories are contained in annex I.A of the present report.

Executive direction and management

34. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General. The proposed staffing complement is set out in table 1.

Table 1
Human resources: executive direction and management

	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Sub-total			
Office of the Special Representative of the Secretary-General									
Approved posts 2016/17	1	4	10	1	11	27	15	–	42
Proposed posts 2017/18	1	3	12	1	12	29	20	2	51
Net change (see table 2)	–	**(1)**	**2**	–	**1**	**2**	**5**	**2**	**9**
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)									
Approved posts 2016/17	1	1	6	3	1	12	9	3	24
Proposed posts 2017/18	1	1	3	1	1	7	2	–	9
Net change	–	–	**(3)**	**(2)**	–	**(5)**	**(7)**	**(3)**	**(15)**
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2016/17	1	–	5	6	1	13	2	–	15
Proposed posts 2017/18	1	–	4	5	1	11	2	–	13
Net change (see table 5)	–	–	**(1)**	**(1)**	–	**(2)**	–	–	**(2)**
Office of the Chief of Staff									
Approved posts 2016/17	–	2	12	20	4	38	15	21	74
Proposed posts 2017/18	–	3	15	21	9	48	15	21	84
Net change	–	**1**	**3**	**1**	**5**	**10**	–	–	**10**
Approved temporary positions[b] 2016/17	–	–	–	1	–	1	1	–	2
Proposed temporary positions[b] 2017/18	–	–	–	1	–	1	1	–	2
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2016/17	–	2	12	21	4	39	16	21	76
Proposed 2017/18	–	3	15	22	9	49	16	21	86
Net change	–	**1**	**3**	**1**	**5**	**10**	–	–	**10**
Communications and Public Information Office									
Approved posts 2016/17	–	1	5	10	7	23	62	18	103
Proposed posts 2017/18	–	1	5	10	7	23	62	18	103
Net change	–	–	–	–	–	–	–	–	–

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Sub-total	National staff[a]	United Nations Volunteers	Total
Total posts									
Approved posts 2016/17	3	8	38	40	24	113	103	42	258
Proposed posts 2017/18	3	8	39	38	30	118	101	41	260
Net change	–	–	1	(2)	6	5	(2)	(1)	2
Total positions									
Approved temporary positions[b] 2016/17	–	–	–	1	–	1	1	–	2
Proposed temporary positions[b] 2017/18	–	–	–	1	–	1	1	–	2
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2016/17	3	8	38	41	24	114	104	42	260
Proposed 2017/18	3	8	39	39	30	119	102	41	262
Net change	–	–	1	(2)	6	5	(2)	(1)	2

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance.

International staff: net increase of 5 posts

National staff: net decrease 2 of posts

United Nations Volunteers: net decrease of 1 position

Office of the Special Representative of the Secretary-General

Table 2
Human resources: Office of the Special Representative of the Secretary-General

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-5	Head of Office	Establishment	
	+1	FS	Administrative Assistant	Reassignment	From support services — Entebbe MONUSCO logistics hub
	-1	D-1	Field Office Coordinator	Redeployment	To Immediate Office of the Chief of Staff
Subtotal	**+1**				
	+1	P-4	Gender Affairs Officer	Redeployment	From Gender Affairs Unit, Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)
	+4	NPO	Gender Affairs Officer	Redeployment	
	+1	NGS	Administrative Assistant	Redeployment	
	+1	UNV	Gender Affairs Officer	Redeployment	
	+1	UNV	Gender Affairs Officer	Redeployment	
Subtotal	**+8**				
Net change	**+9**		(see table 1)		

Abbreviations: FS, Field Service; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

35. The approved staffing establishment of the Office of the Special Representative of the Secretary-General comprises 42 posts, including the Field Office Coordinator and the Heads of Offices. The field presence of the Mission in each region of the country is overseen by a Head of Office, who reports to the Special Representative and is responsible for overseeing the implementation of the mandate in his or her respective area of geographical responsibility. Currently, there are three Heads of Office (D-1) who lead the sector headquarters located in Bria, Kaga Bandoro and Bouar, five Heads of Office (P-5) who lead the integrated field offices located in Bambari, Bangassou, Berbérati, Bossangoa and Ndélé, and three Heads of Office (P-4) who lead the sub-offices located in Birao, Paoua and Obo. The Heads of Office are supported by 11 Heads of Office Assistants (8 Field Service and 3 national General Service), eight Administrative Assistants (national General Service) and three Drivers (national General Service).

36. Both the recent strategic review and the civilian staffing review conducted by the Departments of Peacekeeping Operations and Field Support highlighted (a) the need for increased efficiency, particularly with regard to operational coordination and a streamlined reporting process within the Mission; and (b) the need to improve the role of the good offices of the Office of the Special Representative of the Secretary-General and its representation in the field and enhance communications in all directions both internally and external to the Mission. The staffing proposals under this Office and the Office of the Chief of Staff would contribute to the improvements being undertaken by the Mission is with regard to the development of

a joint operational planning process to enable a common operations plan for the Mission, among other unified approaches to delivering on the mandate.

37. As the establishment of the Mission has evolved and a Government has been elected, there is a need to dedicate the field office in Bangui to focusing directly on the political activities of the city and coordinating the substantive work of the Mission in Bangui, which is separate from Mission headquarters. The field office in Bangui can no longer sustain its activities, which are reliant on loaned staffing resources. Consequently, the support of the workload related to the protection issues and the political processes of Bangui is no longer sustainable by the same team supporting the good offices of the Special Representative of the Secretary-General at the national level.

38. In the context of the above information, it is proposed that the one new post presented in table 2 above be established and that one post be reassigned from the staffing establishment for support services currently co-located with the MONUSCO logistics hub. The reassigned function is feasible as the staffing capacity of the Mission co-located with the MONUSCO logistics hub was initially approved to ensure that sufficient logistical support was available for the operations of MINUSCA, particularly during the start-up phase of the Mission. Given that the United Nations flight to Entebbe was discontinued in the 2015/16 period and all movement control functions will be performed from the Central African Republic, the function is no longer being performed from the logistics hub.

39. The proposed redeployment of one post to the Immediate Office of the Chief of Staff is set out in table 6 and described in paragraphs 54 to 56 of the present report.

40. The proposed transfer of the Gender Affairs Unit (8 approved posts) from the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator) is set out in table 3 and described in paragraphs 41 to 42 of the present report.

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)

Table 3
Human resources: Gender Affairs Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					**Transfer**
	-1	P-4	Gender Affairs Officer	Redeployment	To Office of the Special Representative of the Secretary-General
	-4	NPO	Gender Affairs Officer	Redeployment	
	-1	NGS	Administrative Assistant	Redeployment	
	-1	UNV	Gender Affairs Officer	Redeployment	
	-1	UNV	Gender Affairs Officer	Redeployment	
Subtotal	**-8**				
	-2	P-3	Gender Adviser	Abolishment	
	-1	P-5	Chief Gender Adviser	Reassignment	To Immediate Office of the Chief of Staff as Senior Coordination Officer
	-1	NPO	Gender Adviser	Reassignment	To Civil Affairs Section, as Civil Affairs Officer
Subtotal	**-4**				
Subtotal	**-12**				

Abbreviations: NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

41. The approved staffing establishment of the Gender Affairs Unit comprises 12 posts. To strengthen reporting with regard to the implementation of gender mainstreaming throughout all aspects of the operations of the Mission and to assist the Government of the Central African Republic in ensuring the full and effective participation of women in all political processes, including national political dialogue, and stabilization activities, and that a gender perspective is included in the security sector reform and disarmament, demobilization, reintegration and repatriation processes, the recent civilian staffing review recommended that the Unit be streamlined to enable it to focus on advisory functions directly under the Office of the Special Representative of the Secretary-General and that the remaining staffing capacity of the Unit be reallocated to enable it to focus on the immediate and core priorities outlined in the expanded mandate of the Mission. Those priorities, which will be addressed by other offices of the Mission include (a) coordinating information from the field offices and further developing the joint operational planning process of the Mission under the direction of the Chief of Staff; (b) supporting the Government of the Central African Republic in the development of the police reforms expected to be finalized in the 2017/18 period, through the strengthening of the police component with specialized professional mentors; and (c) creating the conditions for a sustainable establishment of State authority, working in partnership with the United Nations country team and key partners, by increasing the presence of the Mission in the field through a strengthening of the community liaison capacity of the Civil Affairs Section, which acts as the eyes and ears on the ground of the leadership of the Mission.

42. In this context, it is proposed that the Gender Affairs Unit (8 approved posts), as presented in table 3 above, be transferred to the Office of the Special Representative of the Secretary-General to work directly with the Special Representative and mainstream gender across the Mission. In the same context, it is proposed that the two posts presented in table 3 above be abolished, as the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) has now been strengthened to better leverage its expertise with regard to providing the Government of the Central African Republic with gender advisory services.

43. The proposed reassignment of one post to the Immediate Office of the Chief of Staff is set out in table 6 and described in paragraphs 54 to 56 of the present report.

44. The proposed reassignment of one post to the Civil Affairs Section is set out in table 20 and described in paragraphs 110 to 115 of the present report.

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)

Table 4
Human resources: HIV/AIDS Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					**To Geospatial, Information and Telecommunications Technologies Section**
	-1	P-4	Chief HIV/AIDS	Reassignment	As Chief of Unit, Information Systems and Telecommunications
	-1	UNV	HIV/AIDS Officer	Reassignment	As Information Systems Assistant
Subtotal	**-2**				
	-1	NPO	HIV/AIDS Officer	Reassignment	To Civil Affairs Section, as Civil Affairs Officer
Subtotal	**-3**				

Abbreviations: NPO, National Political Officer; UNV, United Nations Volunteer.

45. The approved staffing establishment of the HIV/AIDS Unit comprises three posts. The Unit was established primarily to provide training for peacekeeping personnel on the prevention of the spread of HIV/AIDS. Training in this regard for peacekeeping personnel is currently provided as part of a broader range of training which is coordinated by the Integrated Mission Training Cell of the Mission, with assistance from specialists in the Medical Services Section, as required. Training and awareness-raising campaigns for the population of the Central African Republic will continue to be conducted by the United Nations country team. In the civilian staffing review it was recommended that the Mission should make provisions for the gradual transfer of responsibilities to the country team in areas such as protection of children and women, gender and HIV/AIDS, where the country team has a comparative advantage in providing advice to the Government of Central African Republic. In this context, the resources would be allocated for immediate and core priorities as outlined in the expanded mandate of the Mission. Priorities include (a) ensuring the protection of civilians and reducing the threat posed by armed groups through provision of the level of technical support required for information

and communications technology to the field offices, which will support Mission personnel in performing their responsibilities effectively, efficiently and safely; and (b) creating the conditions for a sustainable establishment of State authority, through working in partnership with the United Nations country team and key partners, by increasing the presence of the Mission in the field through a strengthening of the community liaison capacity of the Civil Affairs Section, which acts as the eyes and ears on the ground of the leadership of the Mission.

46. The proposed reassignment of two posts to the Geospatial, Information and Telecommunications Technologies Section is set out in table 44 and described in paragraphs 206 to 209 of the present report.

47. The proposed reassignment of one post to the Civil Affairs Section is set out in table 20 and described in paragraphs 110 to 115 of the present report.

Office of the Deputy Special Representative of the Secretary-General (Political)

Table 5
Human resources: Office of the Deputy Special Representative of the Secretary-General (Political)

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-4	Protection of Civilians Officer	Reassignment	From Electoral Affairs Section, Component 2
	+1	NGS	Liaison Assistant	Reassignment	
Subtotal	**+2**				
					Transfer
	-1	P-5	Senior Women's Protection Adviser	Redeployment	To Human Rights Division, Component 1
	-1	P-4	Human Rights Officer	Redeployment	
	-1	P-3	Human Rights Officer	Redeployment	
	-1	NGS	Human Rights Assistant	Redeployment	
Subtotal	**-4**				
Net change	**-2**		(see table 1)		

Abbreviations: NGS, national General Service.

48. The approved staffing establishment of the Office, which comprises 15 posts, provides substantive support with regard to the protection of civilians, including women; advises on priority threats to the protection of civilians and evolving situations; and facilitates inter-mission coordination in this regard. As a result of the focus of the Security Council on the protection of civilians in the expanded mandate of MINUSCA, enhanced capacity for the following areas is essential: coordination of the development of prevention and response plans based on current and future identified threats; enhancement of support to State and other national actors on the protection of civilians; establishment of risk mitigation mechanisms for military and police operations; and enhancement of attention to the security of internally displaced persons and refugees.

49. Additional staffing capacity is required to ensure adequate capacity-building of and liaison with civil society and both international and national non-government organizations, to coordinate all internal and external protection-related training, to coordinate and participate in prioritized missions of the joint protection team and other activities required by either the Heads of Office of the Mission or the Government of the Central African Republic, and to support the management of senior direction of protection requirements across the Mission area of operations, in particular with regard to the field-based joint operating centres which are currently being established. Last, with regard to the protection of civilians, the Mission seeks to improve its strategic communications and to further develop its joint operational planning process, under the executive direction of the Chief of Staff.

50. As personnel of the Central African Armed Forces (Forces armées centrafricaines) and its internal security forces (Forces de sécurité intérieure), which comprise the national police and gendarmerie, are deployed in significant numbers for the protection of civilians, the risks of violations of the rights of civilians is significantly reduced through provision of the appropriate training, mechanisms and tools. The visible impact of the Mission in protecting civilians will improve the perception by civil society and the Government of the effectiveness of the Mission.

51. In light of the above, it is proposed that the two posts presented in table 5 above be reassigned from the Electoral Affairs Section.

52. The proposed transfer of the Senior Women's Protection Adviser (4 approved posts) to the Human Rights Division of component 1 is set out in table 11 and described in paragraphs 74 to 76 of the present report.

Office of the Chief of Staff

Table 6
Human resources: Immediate Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	D-1	Field Office Coordinator	Redeployment	From Office of the Special Representative of the Secretary-General
					Reassignments
	+1	P-5	Senior Coordination Officer	Reassignment	From Gender Affairs Unit
	+1	P-4	Special Assistant	Reassignment	From Electoral Affairs Section, component 2
	+1	P-3	Special Assistant	Reassignment	
	+1	FS	Administrative Assistant	Reassignment	From Security Section, support component
Subtotal	**+4**				
Subtotal	**+5**				

53. The approved staffing establishment of the Immediate Office of the Chief of Staff comprises six posts and exercises authority, direction and control across the overall management of the Mission on behalf of the Special Representative of the Secretary-General, currently overseeing and managing the following offices of the Mission: the Joint Operations Centre, the Joint Mission Analysis Centre, the

Conduct and Discipline Service, the Legal Office, the Protocol Office and the Strategic Planning Unit.

54. The civilian staffing review identified a need to improve the coherence and effectiveness of the information analysis and forecasting undertaken by the Joint Operations Centre and the Joint Mission Analysis Centre, with a view to improving mission planning, decision-making and risk assessment processes. While the Joint Operations Centre, comprising 17 approved posts, provides daily information geared to operations, the Joint Mission Analysis Centre, comprising 23 approved posts, focuses on medium- and long-term analysis and forecasting.

55. To improve communication and productivity in respect of the activities that they carry out and to ensure cohesive and integrated analysis and forecasting of information which guide operations in Bangui and in the field offices (sector headquarters, integrated field offices, sub-offices and team sites), including through the use of intelligence, surveillance and reconnaissance, supported with an unmanned aerial system, and related systems and technologies, and taking into consideration the development of joint operations centres in the three sector headquarters, it was recommended in the review that the two Centres be included in an information management framework managed by a coordinator. Beyond the Centres, the framework would include all other actors that are part of the intelligence architecture, provide situational analysis and advise on courses of actions in support of the Chief of Staff. To enable the functioning of the framework, additional capacity was recommended for (a) the coordination of information from the field offices, in close collaboration with the heads of offices in the field, ensuring that the information is plugged into a joint operational planning process; (b) the planning of requirements for the Mission and maintenance of strong links with the Office of the Special Representative of the Secretary-General, United Nations Headquarters, other peacekeeping missions and support and the good offices of the Special Representative of the Secretary-General and Deputy Special Representative of the Secretary-General when dealing with the Government of the Central African Republic; (c) supporting the alignment of internal control measures against identified risks and integration of risk management into all aspects of strategic and operational mission planning and day-to-day operations; and (d) the administration of the multitude of data available across the Joint Operations Centre, the Joint Mission Analysis Centre and field offices. Centralizing the coordination of information with the executive function of the Chief of Staff will support the development of the joint operational planning process of the Mission and enable a common operations plan for the Mission.

56. In light of the above, it is proposed that one post presented in table 6 above be redeployed from the Office of the Special Representative of the Secretary-General to manage the work of the Joint Operations Centre and the Joint Mission Analysis Centre and that four posts presented in table 6 be reassigned as follows: one post from the Gender Affairs Unit, two posts from the Electoral Affairs Section and one post from the Security Section, to support the Field Office Coordinator with the new responsibilities in the Office of the Chief of Staff. It is also proposed that while the function of coordination would remain the same through the redeployment, the functional title of the post would change from Field Office Coordinator to Principal Coordination Officer so as to better reflect the extent of responsibility beyond the field.

Office of the Chief of Staff

Table 7
Human resources: Protocol Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	FS	Protocol Assistant	Reassignment	From Electoral Affairs Section
	-1	UNV	Protocol Officer	Reassignment	To Disarmament, Demobilization and Reintegration Section, as Disarmament, Demobilization and Reintegration Officer
Subtotal	–				

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

57. The approved staffing establishment of the Protocol Office, which comprises four posts, primarily makes arrangements for and provides support to meetings and events involving the Special Representative of the Secretary-General, the President's deputies, high-level dignitaries visiting the Mission, Heads of State or Government and other senior officials, and the diplomatic corps in the Central African Republic, liaises between the Mission and the host country to facilitate and ensure compliant registration of staff members, and arranges flag-raising and wreath-laying ceremonies and the observance of official periods of mourning. Since the initial establishment phase of the Mission, there has been an increased number of events and activities: visits of senior management from United Nations Headquarters and directors of international organizations; weekly and ad hoc meetings with the diplomatic corps; weekly meetings with the President of the Central African Republic and monthly meetings of the political party; and several monthly meetings with national authorities, including luncheons, dinners and breakfast and dialogue and mediation. These events and activities, in particular with national counterparts as well as the G8 (African Union, Economic Community of Central African States, European Union, France, MINUSCA, International Conference on the Great Lakes Region, United States of America and World Bank), will increase in the 2017/18 period, given the focus on national dialogue and the expanded mandate. In addition, the above functions of the Unit are better supported by those belonging to the Field Service category. Those belonging to the United Nations Volunteers category would better serve in a substantive role.

58. In light of the above, it is proposed that one post presented in table 7 above be reassigned from the Electoral Affairs Section in place of the post of United Nations Volunteer currently responsible for the functions described.

59. The proposed reassignment of one post to the Disarmament, Demobilization and Reintegration Section is set out in table 17 and described in paragraphs 100 and 101 of the present report.

Office of the Chief of Staff

Table 8
Human resources: Board of Inquiry Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Transfer
Posts	+1	P-4	Board of Inquiry Officer	Redeployment	From Claims and Board of Inquiry Unit
	+2	FS	Board of Inquiry Assistant	Redeployment	
Subtotal	**+3**				
	+1	UNV	Board of Inquiry Assistant	Establishment	
	+1	FS	Board of Inquiry Assistant	Reassignment	From Security Section
Subtotal	**+5**				

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

60. The approved staffing establishment of the Board of Inquiry Unit, which comprises three posts, supports the Property Survey Board and the Local Contracts Committee, and prepares Board reports, establishes rosters of cases and monitors the implementation of all recommendations of the Board of Inquiry.

61. It is proposed that the Board of Inquiry Unit (3 approved posts) presented in table 8 above be split off from the Claims and Board of Inquiry Unit and transferred from the support component, in order to improve oversight and accountability over inquiry matters and focus on reducing the backlog of cases. Under the executive direction of the Mission, the close attention of the Office of the Special Representative of the Secretary-General to relevant case matters would be facilitated, it being noted that the majority of cases relate to the Force, representing the largest component in the Mission, requiring the consideration of the Special Representative of the Secretary-General.

62. Currently, 4 cases remain pending from 2015, 43 cases from 2016 and 2 cases from 2017 to date (a total of 49 cases). The backlog of cases, which has developed over time and is expected to remain at current levels in the future owing to the overall levels of uniformed and civilian personnel in the Mission, is the result mainly of the lack of staffing capacity in the Unit.

63. In this regard, it is proposed that, as presented in table 8 above, one post be established and one post be reassigned from the Security Section to alleviate the long-standing capacity issues experienced by the Unit.

64. This reassignment and establishment of posts will enable the provision of additional support for the preparation of board reports, establishing rosters of cases and monitoring the implementation of Board of Inquiry recommendations, reviewing and recording all of the facts associated with serious occurrences with a view to identifying gaps in procedures and policies in order to strengthen internal controls and improve financial and managerial accountability; provision of day-to-day administrative support for sessions convened by the Board of Inquiry, including the initial briefings of newly appointed Board members, the production and

collation of the requisite materials and information for the Board on governing procedures; and provision of expert advice on applicable rules and regulations of the United Nations.

Component 1: protection of civilians and human rights

65. Component 1 will cover key expected accomplishments related to the protection of civilians and the promotion and protection of human rights including, but not limited to, the following activities:

(a) Protecting civilians against the threat of physical violence, including conflict-related sexual violence and grave violations of the rights of children, through the implementation of a Mission-wide protection-of-civilians strategy and prevention and response plans which use political mediation and engagement, as well as police and military action;

(b) Monitoring and reporting on, preventing and responding to violations of human rights and international humanitarian law, including conflict-related sexual violence and grave violations of the rights of children, and supporting efforts to fight impunity;

(c) Continuing to develop and implement interim stabilization measures to address security threats related to the presence of armed groups;

(d) Assisting the Government in its efforts to address major security threats and border-related challenges;

(e) Through the Mine Action Service of the United Nations, supporting national authorities in developing the capacity to safely manage their weapons and ammunition throughout the Central African Republic and to reduce the threat of unsafe munitions;

(f) Improving coordination with humanitarian actors, in order to facilitate the creation of a secure environment to enable unhindered access to humanitarian assistance, and the return, local integration or resettlement of internally displaced persons or refugees.

66. In each of these areas, the Mission will support the Government in building its capacity to independently sustain the overall protection of its population over the longer term.

67. With an authorized troop strength of 10,750 military personnel, including 169 military observers and 311 military staff officers, 1,680 formed police unit personnel, 400 United Nations police officers and 108 Government-provided corrections officers, MINUSCA will continue to deploy across the three main sectors (west, centre and east) in the Mission's area of operations so as to be effective and responsive to developments in the security situation. To allow for more flexibility in its operations, the Mission will review the layout of the deployment of military and police personnel throughout the country and continue to implement adjustments as needed, along the lines defined by the strategic review (see S/2016/565), and reconfigure its military sites. The Force would be concentrated in larger permanent company operating bases with the ability to deploy to temporary operating bases for limited periods and in a self-sustained manner. The police will continue to deploy formed police units outside of Bangui. At the same

time, the Mission will establish reserve forces in each sector which can be used to proactively target hotspots and to reduce the areas of operation of armed groups.

68. MINUSCA will continue to cover remote areas through long-range patrols and temporary deployments, where appropriate, and will strengthen the capacity of the internal security forces of the State. The military contingent personnel will perform routine and border patrols, guard installations and perform air reconnaissance activities, including using remotely piloted aerial capabilities. Formed police unit personnel will continue to carry out patrols (on foot and by vehicle, alone or in coordination with the national authorities), utilize checkpoints, targeted operations, escorts, and close and static protection duties, and provide general operational support to the elected national authorities.

69. Government-provided personnel are engaged as corrections officers to mentor, train and build the capacity of national uniformed personnel and/or national corrections personnel. Given that the nature of their duties is related entirely to the restoration and extension of State authority, in particular the functioning of judicial and penitentiary institutions in accordance with principles of the rule of law, it is proposed to subsume these personnel under component 3.

Expected accomplishments	*Indicators of achievement*
1.1 Improved protection of civilians	1.1.1 Decrease in the number of attacks and armed clashes between parties to the conflict (2015/16: 209; 2016/17: 150; 2017/18: 100)
	1.1.2 Decrease in the number of incidents of inter- or intracommunal disputes that result in violence (2015/16: 64; 2016/17: 50; 2017/18: 40)
	1.1.3 Increase in the number of communities rendered secure and safe through neutralization of explosive remnants (2015/16: 16; 2016/17: 17; 2017/18: 20)

Outputs

- Consolidation of the Force to enable a flexible and proactive posture by maintaining 24 permanent operating bases, 4 permanent integrated camps and temporary operating bases at any given time and operational for no longer than 30 days each, and maintain reserve forces in each sector so as to effectively increase the range and mobility of the Force
- Quick reaction force and a special weapons and tactical formed police unit deployed to complement the existing Force reserve and special forces units and to enhance the flexibility of the Force and the police as well as their capacity to handle the growing security crisis
- Unmanned aerial system deployed to enhance the intelligence-led approach of the operations of the Mission and improve situational awareness, the anticipation of security threats and the conduct of military operations
- Conduct of 12 week long robust and mobile short-term operations by the special forces, quick reaction force and/or Force reserve units in order to deter the actions of armed groups against civilians in emerging hotspots and to decrease their ability to operate within the area of operations of the Mission

- Conduct of 15 operations by a quick reaction force or Force reserve units in order to locally enhance the strength ratio of the Force with respect to facing threats posed by armed groups or deterring armed groups
- 330 daily patrols conducted by military personnel in key population centres throughout the Central African Republic in order to reduce the threats posed by armed groups, disrupt their funding sources through the dismantling of illegal checkpoints, provide protection to civilians and seize the weapons of armed elements who refuse or fail to lay down their arms
- 15,000 missions conducted by military personnel to establish checkpoints and to execute the interdiction of the activities of armed group in transhumance corridors and entryways
- 23,920 patrols by the Joint Task Force in Bangui (MINUSCA and internal security forces — national police and gendarmerie), to provide 24/7 patrolling so as to ensure freedom of movement and the protection of civilians
- 54 daily pre-planned formed police unit joint patrols (for a total of 269,568 person-hours) with the national police and gendarmerie in unstable areas of key population centres in Bangui and outside of Bangui to ensure protection of civilians
- 43,800 manned checkpoints and 7,800 patrols across key population centres in order to create an environment conducive to the sustainable reduction of armed groups in these areas and limit their influence and control of territory
- 54 daily pre-planned formed police unit patrols and 6 daily operational backup patrols (for a total of 1,827,648 formed police person-hours) both in and outside of Bangui, to conduct security assessments, provide backup for crowd control and management of public order and work with the local community and authorities in gathering information
- 3,744 interactions conducted by United Nations police officers in 24 localities, including 8 districts and 16 team sites, to reassure the local community regarding their safety and promote security awareness
- 11,300 armed escort missions for United Nations, humanitarian and commercial convoys
- 35 workshops, of 30 participants each, to support local authorities in their implementation of community protection plans and community alert networks; and prevent threats, improve alert and response mechanisms and strengthen the coordination of protection of civilians among 24 company operating bases, temporary operating bases and local authorities, local communities and civil society
- 35 community awareness-raising sessions to communicate the negative impact of the activities of armed groups, and the necessity for communities to secure relations with armed groups and collaborate with State institutions and MINUSCA to ensure their protection
- Establishment of 8 security coordination committees composed of local administration, civil society and internal security forces to promote community safety and security awareness in 8 districts in Bangui, reduce vulnerabilities in communities and increase State capacities to protect civilians
- 216 joint assessment missions and 24 joint protection team missions to improve the ability of the Mission to protect civilians, respond to threats and facilitate the delivery and monitoring of humanitarian and early recovery assistance
- 75 explosive ordnance disposal operations in key population centres, to educate a minimum of 200,000 individuals on how to recognize explosive threats and explosive hazards and develop a community-based awareness campaign on the threat of small arms and light weapons

- A coordinated communications strategy to provide accurate, timely and objective information on the security situation, reconciliation and security sector reform initiatives in the country, and to deter escalation of violence and promote and defend human rights

Expected accomplishments	*Indicators of achievement*
1.2 Improved promotion and protection of human rights, with a specific focus on women and children	1.2.1 Increase in the number of cases that are resolved of violations of human rights and international humanitarian law, including grave violations of the rights of children and conflict-related sexual violence, raised with authorities/armed groups (2015/16: 256; 2016/17: 720; 2017/18: 750)
	1.2.2 Increase in the number of parties to the conflict that have issued clear orders to prohibit sexual violence and adopted a code of conduct prohibiting sexual violence (2015/16: 3; 2016/17: 2; 2017/18: 7)
	1.2.3 Increase in the number of children released from armed forces and armed groups and handed over to the appropriate care services (2015/16: 2,986; 2016/17: 3,600; 2017/18: 3,000)
	1.2.4 Increase in the number of internal security forces personnel trained in human rights, protection of civilians, protection of children, prevention of conflict-related violence, and of sexual and gender-based violence, and civil-military relations (2015/16: 500; 2016/17: 1,500; 2017/18: 2,500)

Outputs

- Support for the establishment of a national commission for human rights and fundamental freedoms (Commission nationale des droits de l'Homme et des libertés fondamentales) through advocacy and technical assistance provided in 10 meetings with members of the National Assembly, ministers and the commission and support for the national Government in ratifying two additional core human rights treaties
- 4 workshops and regular technical advice to support the members of the national commission in developing and implementing a strategic yearly plan to monitor and report violations; to advance reconciliation; and to support the treaty body mechanisms
- 572 monitoring activities conducted by United Nations police officers for at least 11 commissariats or brigades of the internal security forces to follow up on reported cases of violations of human rights, including sexual and gender-based violence
- Conduct of (a) 25 training sessions, including training of trainers, for 500 personnel of the internal security forces on protection of civilians, human rights violations and sexual and gender-based violence prevention; (b) 6 training sessions for personnel of the armed forces and internal security forces on conflict-related sexual violence; and (c) 15 training sessions on child protection for at least 300 personnel of the internal security forces and corrections officers

- Establishment at the sector level of a joint consultative forum mechanism to monitor and report on conflict-related sexual violence
- Conduct of (a) 20 training sessions on human rights monitoring and reporting techniques; (b) 10 training sessions on monitoring and verification of grave violations of child rights; (c) 30 awareness raising sessions on child protection; (d) 30 awareness raising sessions on conflict-related sexual violence and sexual and gender-based violence; (e) 2,495 sensitization and outreach visits on human rights and sexual and gender-based violence, all for civil society actors; and (f) 12 awareness raising sessions for women and youth groups on United Nations standards of conduct and the zero-tolerance policy with respect to sexual exploitation and abuse
- Two field visits per month by each established field office to monitor and verify allegations of violations of international human rights and humanitarian law, including conflict-related sexual violence
- 60 field missions to monitor and verify grave violations of child rights, including monitoring and verification of the association of children with armed groups and their subsequent separation therefrom
- Monthly meetings with parties to the conflict to advocate for the signing of action plans committing them to respect for human rights, including ending the recruitment and use of children and other grave violations of children's rights and the use of conflict-related sexual violence, and the establishment of a committee to monitor the implementation of signed action plans
- Conduct of 6 outreach and sensitization campaigns with the Government to inform the public of services available to victims of conflict-related sexual violence, sexual and gender-based violence and other human rights abuses

External factors

The security environment and the timely deployment of necessary personnel, as well as cooperation from and technical capacity of national and provincial authorities, and the cohesiveness of armed groups

Table 9
Human resources: component 1, protection of civilians and human rights

Category	***Total***
I. Military observers	
Approved 2016/17	**169**
Proposed 2017/18	**169**
Net change	**–**
II. Military contingents	
Approved 2016/17	**10 537**
Proposed 2017/18	**10 537**
Net change	**–**

III. United Nations police	
Approved 2016/17	**400**
Proposed 2017/18	**400**
Net change	**–**
IV. Formed police units	
Approved 2016/17	**1 680**
Proposed 2017/18	**1 680**
Net change	**–**
V. Government-provided personnel	
Approved 2016/17	**40**
Proposed 2017/18	**–**
Net change	**(40)**

	International staff								
VI. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commissioner									
Approved posts 2016/17	1	1	–	–	1	**3**	1	–	**4**
Proposed posts 2017/18	1	1	–	–	1	**3**	1	–	**4**
Net change	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved posts 2016/17	–	2	7	1	–	**10**	4	–	**14**
Proposed posts 2017/18	–	2	7	1	–	**10**	4	–	**14**
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions[b] 2016/17	–	–	–	–	–	–	–	–	–
Proposed temporary positions[b] 2017/18	–	–	3	6	–	**9**	–	–	**9**
Net change	–	–	**3**	**6**	–	**9**	–	–	**9**
Subtotal									
Approved 2016/17	–	2	7	1	–	**10**	4	–	**14**
Proposed 2017/18	–	2	10	7	–	**19**	4	–	**23**
Net change (see table 10)	–	–	**3**	**6**	–	**9**	–	–	**9**
Human Rights Division									
Approved posts 2016/17	–	1	14	21	2	**38**	21	26	**85**
Proposed posts 2017/18	–	1	18	26	2	**47**	26	31	**104**
Net change (see table 11)	–	–	**4**	**5**	–	**9**	**5**	**5**	**19**

Child Protection Unit									
Approved posts 2016/17	–	–	2	4	–	6	5	5	16
Proposed posts 2017/18	–	–	–	–	–	–	–	–	–
Net change (see table 12)	–	–	(2)	(4)	–	(6)	(5)	(5)	(16)
Disarmament, Demobilization and Reintegration Section									
Approved posts 2016/17	–	1	6	13	2	22	5	6	33
Proposed posts 2017/18	–	–	–	–	–	–	–	–	–
Net change (see table 13)	–	(1)	(6)	(13)	(2)	(22)	(5)	(6)	(33)
Total posts									
Approved posts 2016/17	1	5	29	39	5	79	36	37	152
Proposed posts 2017/18	1	4	25	27	3	60	31	31	122
Net change	–	(1)	(1)	(6)	(2)	(10)	(5)	(6)	(21)
Approved temporary positions[b] 2016/17	–	–	–	–	–	–	–	–	–
Proposed temporary positions[b] 2017/18	–	–	3	6	–	9	–	–	9
Net change	–	–	3	6	–	9	–	–	9
Subtotal, civilian staff									
Approved 2016/17	1	5	29	39	5	79	36	37	152
Proposed 2017/18	1	4	28	33	3	69	31	31	131
Net change	–	(1)	(1)	(6)	(2)	(10)	(5)	(6)	(21)
Total (I-V)									
Approved 2016/17	1	5	29	39	5	79	36	37	12 978
Proposed 2017/18	1	4	28	33	3	69	31	31	12 917
Net change	–	(1)	(1)	(6)	(2)	(10)	(5)	(6)	(61)

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance.

International staff: net decrease of 10 posts/positions (including 9 temporary positions)

National staff: net decrease of 5 posts

United Nations Volunteers: net decrease of 6 positions

Office of the Police Commissioner

Table 10
Human resources: Office of the Police Commissioner

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Establishments
Positions	+1	P-4	United Nations Police Reform Officer	Establishment	
	+1	P-4	United Nations Police Training Officer	Establishment	
	+1	P-4	United Nations Police Advisor	Establishment	
	+1	P-3	Human Resources Officer	Establishment	
	+1	P-3	Legal Officer	Establishment	
	+1	P-3	Finance and Budget Officer	Establishment	
	+1	P-3	Conduct and Discipline Officer	Establishment	
	+1	P-3	Programme Management Officer	Establishment	
	+1	P-3	Programme Management Officer	Establishment	
Net change	**+9**		(see table 9)		

70. The approved staffing establishment of the Office of the Police Commissioner, which comprises 14 posts, was initially responsible for the activities of 10 formed police units and 400 United Nations police officers. The component expects to support 12 formed police units and 400 United Nations police officers for the 2017/18 period. In addition, within its capabilities and areas of deployment and without prejudice to the primary responsibility of the Central African national police and gendarmerie and the basic principles of peacekeeping, and with regard to the expanded mandate set out in Security Council resolution 2301 (2016), the Office will be responsible for (a) protecting the civilian population, including women and children affected by conflict, from the threat of physical violence, including through maintaining a proactive deployment, a mobile and flexible posture, and active patrolling, including in areas of displacement and eventual return as well as at-risk communities, while mitigating risks to civilians posed by its military and police operations; (b) identifying and reporting threats to and attacks against civilians and implementing prevention and response plans and strengthening civil-military cooperation; and (c) implementing and delivering, in close consultation with humanitarian and human rights organizations and other relevant partners, the Mission-wide protection-of-civilians strategy.

71. The activities of the Office will support the creation of conditions conducive to the sustainable reduction of the presence of, and the threat posed by, armed groups through a comprehensive approach and a proactive and robust posture without prejudice to the basic principles of peacekeeping, which combines and includes the following core priority tasks: (a) to support the reconciliation and stabilization political processes, the extension of State authority and the preservation of territorial integrity; (b) to reinforce the co-location of MINUSCA personnel with vetted and trained national police and gendarmerie in agreed priority areas, as part of the deployment of the territorial administration and other rule of law authorities, for the purpose of increasing the presence of the State in those

priority areas outside of Bangui; (c) to help the authorities in developing and implementing a nationally owned strategy devised to address illegal taxation and illicit exploitation of natural resources related to the presence of armed groups; (d) to take a leading role in supporting the authorities on the reform and development of the police and the gendarmerie, through the design and implementation of the Police and Gendarmerie Capacity-building Development Plan, undertaken pursuant to an overall strategy for security sector reform, and by providing technical assistance, in close coordination with other technical assistance providers, to the Government; (e) to support the Government in developing an incentive structure for police and gendarmerie and the selection, recruitment, vetting and training of police and gendarmerie to include at least 500 new police and gendarmerie elements, with the support of donors and the United Nations country team, taking into account the need to recruit women, and in full compliance with the human rights due diligence policy; and (f) to provide assistance to advance the rule of law and combat impunity through the use of urgent temporary measures, as outlined in Security Council resolution 2301 (2016), paragraph 34 (d) (i) to (viii).

72. In partnership with national counterparts, the Office will undertake projects which will involve (a) leading reform efforts through day-to-day advice, mentoring, project support and special programmes (such as census-taking and vetting); (b) providing the police and gendarmerie with support for training, involving programme design and implementation at academies; (c) providing technical advice and assistance with regard to conduct and discipline, and assistance that is expected to strengthen the disciplinary chain of command of the internal security forces of the Central African Republic; (d) providing technical advice and assistance at senior levels in the area of finance and budget to the general directors of the internal security forces; (e) supporting the review and revision of key human resource policies, procedures and practices of the police and gendarmerie for compliance with international standards on human rights and national laws; (f) ensuring that their actions are conducted in line with the legal requirement and, where feasible, support for the development of legal frameworks and policies and regulations of national counterparts, given the expanded mandate and greater involvement of the United Nations police required with regard to the use of urgent temporary measures; and (g) leading the formulation and design of multiple projects to support the implementation of the Police and Gendarmerie Capacity- building and Development Plan, including those to be jointly implemented with UNDP, and assist and advise national counterparts within the gendarmerie and United Nations police with respect to the implementation of daily activities associated with the entire range of projects for the reform and development of the police and the gendarmerie. The projects include the provision of technical assistance and support for the reopening and functioning of police and gendarmerie academies in the country, as well as those academies allowing for immediate redeployment of the police and the gendarmerie in priority areas and on main supply routes.

73. In this context, it is proposed that the nine new temporary positions presented in table 10 be established to support the implementation of the Capacity-building and Development Plan, currently under development with the Government of the Central African Republic, through co-location with the national police and gendarmerie.

Human Rights Division

Table 11
Human resources: Human Rights Division

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Transfer
Posts	+1	P-5	Senior Women's Protection Adviser	Redeployment	From Senior Women's Protection Adviser
	+1	P-4	Human Rights Officer (Women's Protection)	Redeployment	
	+1	P-3	Human Rights Officer (Women's Protection)	Redeployment	
	+1	NGS	Human Rights Assistant (Women's Protection)	Redeployment	
Subtotal	**+4**				
					Transfer
	+1	P-5	Senior Child Protection Officer	Redeployment	From Child Protection Unit
	+1	P-4	Child Protection Officer	Redeployment	
	+4	P-3	Child Protection Officer	Redeployment	
	+3	NPO	Child Protection Officer (Field)	Redeployment	
	+1	NGS	Administrative Assistant	Redeployment	
	+5	UNV	Child Protection Officer	Redeployment	
Subtotal	**+15**				
Net change	**+5**		(see table 9)		

Abbreviations: NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

74. The approved staffing establishment of the Human Rights Division, which comprises 85 posts, is responsible for the promotion and protection of human rights, which is an immediate priority task, as described in the expanded mandate as set out in Security Council resolution 2301 (2016). The Mission will monitor, investigate, analyse and report publicly to the Council on violations of human rights and international humanitarian law committed throughout the Central African Republic, including by armed groups, and will support the national institutions of the Central African Republic in increasing compliance with standards on international human rights and strengthening the rule of law. It is proposed that these specialized protection functions in peacekeeping missions be consolidated within the Human Rights Division of MINUSCA to improve the collective impact, advocacy and visibility of the efforts of the Mission to promote and protect all human rights, and to prevent and respond to conflict-related sexual violence and grave violations of the rights of children. In order to implement the consolidation, a guidance note entitled "Consolidation of protection functions in peace operations" was jointly developed, at Headquarters, by the Office of the United Nations High Commissioner for Human Rights, the Departments of Peacekeeping Operations, Field Support and Public Information of the Secretariat, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and UNICEF through an extensive consultative process, including consultations with

heads of human rights components, senior child protection advisers and the senior women's protection advisers of various missions.

75. The Chief of the Division will oversee the implementation of the Security Council mandates on children and armed conflict and conflict-related sexual violence by the Senior Child Protection Adviser and the Senior Women's Protection Adviser, including the establishment and ongoing work of the Monitoring and Reporting Mechanism on grave violations of child rights and the Monitoring, Analysis and Reporting Arrangements on conflict-related sexual violence, the timely preparation of all outputs of the Monitoring and Reporting Mechanism and the Monitoring, Analysis and Reporting Arrangements, the provision of advice to senior leadership, engagement with parties to conflict and mainstreaming of children and armed conflict and conflict-related sexual violence within mission components, as mentioned in the guidance note.

76. To facilitate the implementation of the above responsibilities, it is proposed that the Senior Women's Protection Adviser (4 approved posts), as presented in table 11, be transferred from the executive direction and management of the Mission and that the Child Protection Unit (15 approved posts), currently in component 1, also be transferred, and both subsumed into the Human Rights Division. In addition, it is proposed that the Senior Women's Protection Adviser be renamed as the Conflict-related Sexual Violence Section.

Child Protection Unit

Table 12
Human resources: Child Protection Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Transfer
Posts	-1	P-5	Senior Child Protection Officer	Redeployment	To Human Rights Division
	-1	P-4	Child Protection Officer	Redeployment	
	-4	P-3	Child Protection Officer	Redeployment	
	-3	NPO	Child Protection Officer (Field)	Redeployment	
	-1	NGS	Administrative Assistant	Redeployment	
	-5	UNV	Child Protection Officer	Redeployment	
Subtotal	**-15**				
	-1	NPO	Child Protection Officer (Field)	Reassignment	To Civil Affairs Section
Net change	**-16**		(see table 9)		

Abbreviations: NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

77. The approved staffing establishment of the Child Protection Unit comprises 16 posts (1 Senior Child Protection Officer (P-5), 14 Child Protection Officers (5 P-3, 4 National Professional Officers and 5 United Nations Volunteers) and 1 Administrative Assistant (national General Service)).

78. The proposed transfer of the Child Protection Unit (15 approved posts) to the Human Rights Division within component 1 is set out in table 11 and described in paragraphs 74 to 76 of the present report.

79. In light of the proposed co-location of protection functions under the new framework of the Human Rights Division and the consequential impact of streamlined responsibilities, it is proposed that one post presented in table 12 above be reassigned to the Civil Affairs Section, as the Mission reviews existing resources in seeking to reinforce its community liaison activities, as described in paragraphs 110 to 112 of the present report.

Disarmament, Demobilization and Reintegration Section

Table 13
Human resources: Disarmament, Demobilization and Reintegration Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Transfer
Posts	-1	D-1	Chief of Service, Disarmament, Demobilization and Reintegration	Redeployment	
	-1	P-5	Senior Disarmament, Demobilization and Reintegration Officer	Redeployment	
	-5	P-4	Disarmament, Demobilization and Reintegration Officer	Redeployment	
	-12	P-3	Disarmament, Demobilization and Reintegration Officer	Redeployment	
	-1	P-2	Associate Administrative Officer	Redeployment	From component 1
	-1	FS	Administrative Assistant	Redeployment	
	-1	FS	Finance and Budget Assistant	Redeployment	
	-4	NPO	Disarmament, Demobilization and Reintegration Officer	Redeployment	
	-1	NGS	Driver	Redeployment	
	-6	UNV	Disarmament, Demobilization and Reintegration Officer	Redeployment	
Net change	**-33**		(see table 9)		

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

80. Prior to the commencement of the tenure of the elected Government of the Central African Republic, the activities of the Disarmament, Demobilization and Reintegration Section focused on pre-disarmament, demobilization and reintegration and preparations for the formal process, contributing primarily to protection of civilians under component 1. Disarmament, demobilization, reintegration and, in case of foreign elements, repatriation have been identified in the mandate of the Mission as a core priority task which supports the political process and reconciliation through the reduction of the presence and threat of armed groups, which is captured under component 2. Disarmament, demobilization, reintegration and repatriation activities will be critical for reducing the presence of armed groups in the short run by providing eligible armed group elements with an incentive to disarm and demobilize. The Section will work closely with both the Political Affairs

Division to facilitate a political agreement among the parties to the conflict and the Security Sector Reform Service.

81. In this context, it is proposed that the Disarmament, Demobilization and Reintegration Section (33 approved posts), as presented in table 13 above, be transferred to component 2.

Component 2: support to the political process and reconciliation

82. MINUSCA will provide good offices, advice and technical guidance to the Government of the Central African Republic, to support, together with international partners, as appropriate, the development of a resilient and inclusive political process, as well as reconciliation initiatives at the community and national levels, to counter the influence of armed groups and delegitimize their presence, promote peaceful coexistence and build capacity for the management and resolution of conflict. MINUSCA will continue to support the efforts of the Government to create an inclusive political process and to continue the dialogue between elected authorities and politico-military groups, in particular to enable the operational elements of the extension of State authority, the promotion of national unity and a long-term political resolution to intercommunal conflict which will diminish the authority of armed groups. In close collaboration with the United Nations country team, MINUSCA will provide strategic policy advice to, and support capacity-building of, the national authorities as regards the local elections, as required.

83. Considering that the national security forces are perceived as one of the drivers of the conflict and as a source of instability, while at the same time providing potential solutions and being the enablers of countrywide security, MINUSCA will implement a three-pronged approach to security sector reform comprising: (a) support to the national authorities in establishing a new national security framework, which ensures democratic control and accountability and promotes the inclusivity of security institutions; (b) development of the capacity of the police and gendarmerie to deliver effective security; and (c) coordination, with the authorities of the Central African Republic and the European Union training mission, of the progressive reoperationalization of the armed forces and other internal security forces. In this regard, MINUSCA will help the national authorities coordinate international support for security sector reform in order to strengthen synergies and effectiveness and implement the necessary policies and strategies, including the national security policy, and national and sectoral security sector reform plans. In addition, the Mission will support the capacity of the State to safely store and manage its arms and dispose of unexploded ordnance. To further delegitimize the presence of armed groups and build the capacity of the State to provide security in the Central African Republic, MINUSCA will provide strategic and technical advice to national authorities on security sector governance and capacity-building of internal security forces, including through co-location of the United Nations police. The Mission will support the implementation of the Police and Gendarmerie Capacity-building and Development Plan, prioritizing the selection, recruitment and vetting of at least 500 police and gendarme officers. The Mission will coordinate international assistance regarding the reform of the national police and gendarmerie to ensure sufficient support in terms of expertise, funding, equipment and material.

84. The Mission will support the development of a nationally owned vetting mechanism for the armed forces, police and gendarmerie and also within the context of the integration of demobilized armed group elements into the defence and security forces of the Central African Republic, in line with international standards of human rights and humanitarian law. While working to facilitate a political agreement with all armed groups, the Mission will support the Government in planning the national disarmament, demobilization, reintegration and repatriation process, building on the substantial progress made in the 2016/17 period through pre-disarmament, demobilization and reintegration programmes. The Mission will also conduct community violence reduction projects to address the armed group elements that will not be eligible for the national disarmament, demobilization, reintegration and repatriation programme, as well as for members of the broader community exposed to the risks of armed activities, including women. The disarmament, demobilization, reintegration and repatriation process will be closely coordinated with the strategy for security sector reform, to ensure the coherent integration of members of armed groups into an effective, accountable security sector which operates under civilian control within a framework of the rule of law and human rights.

85. In implementing its mandate to bring to justice perpetrators of violations of international humanitarian and human rights law, and to demonstrate that armed group elements guilty of such violations will be held accountable, MINUSCA will continue to assist the Government in strengthening justice institutions and to support national accountability mechanisms. Specifically, MINUSCA will support the strengthening of capacities to conduct national investigations and prosecutions. With the Special Criminal Court expected to begin its preliminary activities by July 2017, under national law and with the jurisdiction to hear charges against those accused of the most serious crimes, the Mission will continue to contribute to its operationalization and functioning while also assisting in the coordination of international support. Specifically, during the 2017/18 reporting period, the Mission will advance the work of the Court, together with UNDP, as envisaged by the Security Council, to help build the capacities of the national judicial police, investigators, prosecutors, magistrates and others working for the Court, and by supporting the development and implementation of victim and witness protection mechanisms. MINUSCA will also facilitate the appointment of the international and national personnel of the Court and provide security and support for investigations and prosecutions during the 2017/18 period. In addition, the Mission will support the Government in the development and implementation of a legislative framework for fighting impunity, and will continue to use urgent temporary measures to assist the Government in arresting, detaining and transferring high-profile suspected criminals and spoilers in areas where national security forces or judicial authorities are not present or operational. The Mission will also support efforts to create the conditions for the establishment of a transitional justice process which addresses the legacy of past and present human rights violations and abuses.

86. As disarmament, demobilization and reintegration and, in case of foreign elements, repatriation, has been identified in the mandate of the Mission as a core priority task that supports the political process and reconciliation through the reduction of the presence and threat of armed groups, a proposal to transfer the Section is presented in paragraphs 80 and 81 above.

Expected accomplishments	*Indicators of achievement*
2.1 Progress towards reconciliation and inclusive political processes	2.1.1 Increase in the number of conflict mitigation initiatives in key areas of intercommunal tension (2015/16: 29; 2016/17: 24; 2017/18: 30)
	2.1.2 Number of mining sites controlled or illegally taxed by armed groups (2015/16: not applicable; 2016/17: not applicable; 2017/18: establish baseline)
	2.1.3 Number of mining sites monitored by State authorities (2015/16: not applicable; 2016/17: not applicable; 2017/18: 2)

Outputs

- Through monthly meetings, provision of regular strategic and technical advice, support and mentoring to the Government to enable dialogue between the Government and armed groups, civil society and regional actors
- Conduct of a sensitization and awareness raising campaign in all 16 prefectures on the role of democratic institutions and the establishment and functioning of constitutional institutions; 24 workshops for a total of 720 participants to strengthen the coordination and functioning of conflict mitigation and resolution initiatives and to design mechanisms; and 12 workshops in 12 prefectures targeting organizations whose objective is to support women and/or youth in enhancing communities' understanding of the issues related to the extension of State authority, the role of civil society, good governance, the return and free movement of the population, and social cohesion
- Conduct of 32 local consultations in 16 prefectures on the root causes of violence, in support of the Government-led reconciliation strategy and democratic political processes
- Convening of twice-monthly meetings with the international community, in coordination with the African Union and the Economic Community of Central African States, for the exchange of information on political and security developments, development of complementary approaches to advancing stability, and provision of support to the permanent secretariat of the Framework of Mutual accountability; and conduct of 4 consultations with national authorities and regional actors to address root causes of instability
- Provision of regular monthly training and mentoring for members of constitutional institutions which will be established in due course
- Conduct of 45 sensitization campaigns and creation of 10,000 emergency employment opportunities through a strategy for youth and other vulnerable communities at risk that are not eligible for disarmament, demobilization, reintegration and repatriation or community violence reduction programmes, in coordination with quick impact projects

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards the development and implementation of a comprehensive national security policy and security sector reform strategy	2.2.1 Implementation of a national security sector reform strategy and sectoral plans (2015/16: not applicable; 2016/17: not applicable; 2017/18: one strategy and two plans)

2.2.2 Number of policies and legislation developed and implemented for restructuring the defence and security forces and strengthening security sector governance institutions (2015/16: 3; 2016/17: 5; 2017/18: 2)

2.2.3 Number of selected, vetted and trained personnel of the internal security forces (police and gendarmerie) (2015/16: not applicable; 2016/17: not applicable; 2017/18: 500)

2.2.4 Increase in the number of verified personnel of the internal security forces and ex-combatants (2015/16: 1,500; 2016/17: 3,533; 2017/18: 3,945)

2.2.5 Increase in the number of stockpile management infrastructures for the safe storage of weapons and ammunition in line with international standards (2015/16: 14; 2016/2017: 15; 2017/2018: 20)

Outputs

- Support for the establishment of the national security council (Conseil supérieur de la sécurité nationale) and strengthening of the national security sector reform coordination cell in the Présidency through the co-location of senior advisers and regular monthly meetings with ministerial representatives; policy advice, technical assistance and guidance; a minimum of biannual training sessions for donor coordination, policy planning and managing the implementation of the national security policy and the strategy for security sector reform, and through 10 meetings, 5 training sessions and 5 consultations
- Coordination of international assistance through serving as the secretariat of the partner coordination groups for security sector reform, the defence sector and police reform
- Capacity-building of the Defence and Security Commission of the National Assembly on law-making and parliamentary oversight of the security sector, through policy advice, technical assistance and training workshops, as required by the authorities
- 1 training course on national security and security sector reform for civil society, journalists, internal security forces and government officials, including representatives of Parliament
- Monthly workshops with the Government on drafting internal laws relating to restructuring the internal security forces, and strengthening national capacity to develop legislation overall
- 250 police and 250 gendarmerie officers selected, vetted and trained, and 12 meetings convened to provide technical advice to support the implementation of the Police and Gendarmerie Capacity-building and Development Plan
- Regular weekly meetings and monthly working group meetings to provide technical assistance to the national commission on small arms and light weapons, once established, in relation to compliance with international disarmament treaties, including the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects (adopted in1980; amended in 2001)

- Construction and/or rehabilitation of 20 storage facilities for weapons and ammunition
- 6 steering committee meetings to provide technical assistance on weapons and ammunition management and training of 75 personnel of the internal security forces
- Provision of training for 420 police and gendarmerie officers (3 specialized units of 140 persons each) to enable them to acquire the minimum operational abilities required for assumption of core police duties, including static guard and protection duties in Bangui, as well as investigation of serious crimes

Expected accomplishments	*Indicators of achievement*
2.3 Progress towards developing and implementing an inclusive and progressive programme for the disarmament, demobilization, reintegration and, in the case of foreign elements, repatriation of members of armed groups	2.3.1 Increase in the number of new members of armed groups participating in the disarmament, demobilization, reintegration and repatriation programme (2015/16: 3,012; 2016/17: 2,000; 2017/18: 7,000)
	2.3.2 Increase in the number of new members of armed groups ineligible for the disarmament, demobilization, reintegration and repatriation programme and community members participating in community violence reduction projects (2015/16: 5,556; 2016/17: an additional 5,000; 2017/18: an additional 5,000)
	2.3.3 Number of foreign combatants of armed groups repatriated to their countries of origin (2015/16: not applicable; 2016/17: not applicable; 2017/18: 500)

Outputs

- 7,000 combatants disarmed, demobilized and vetted in accordance with the eligibility criteria defined in the national disarmament, demobilization and reintegration framework; 20 reinsertion projects designed and implemented for these demobilized combatants in their communities of return prior to involvement in the longer-term reintegration component of the national disarmament, demobilization and reintegration programme
- Development of a community violence reduction strategy for combatants ineligible for disarmament, demobilization and reintegration and implementation of 20 community violence reduction projects for 5,000 beneficiaries, including ineligible combatants and community members
- 12 meetings with relevant parties to provide strategic and technical support for the development of a national plan for the integration of approximately 1,500 demobilized members of armed groups into internal security institutions and civil administration
- 100 per cent of unsafe and obsolete weapons and ammunition which are collected during the disarmament, demobilization and reintegration process are safely disposed of

Expected accomplishments	*Indicators of achievement*
2.4 Improved independence of rule of law institutions and capacity to fight impunity	2.4.1 Increase in the execution of a number of targeted operations by the national police and gendarmerie in conjunction with MINUSCA (2015/16: 4; 2016/17: 24; 2017/18: 25)
	2.4.2 Increase in the number of prosecutions involving serious crimes completed (2015/16: 15; 2016/17: 25; 2017/18: 75)
	2.4.3 Number of international and regional human rights treaties ratified by the Central African Republic (2015/16: not applicable; 2016/17: 3; 2017/18: 2)
	2.4.4 Number of transitional justice mechanisms, in addition to the Special Criminal Court, that comply with international human rights standards, including standards for the promotion and protection of children's rights (2015/16: not applicable; 2016/17: not applicable; 2017/18: 1)
	2.4.5 Number of laws and internal regulations adopted to guarantee the independence of the judiciary (2015/16: not applicable; 2016/17: not applicable; 2017/18: 2)
	2.4.6 Number of early-stage investigations completed by the Special Prosecutor of the Special Criminal Court and handed over to the investigating judge (2014/15: not applicable; 2015/16: not applicable; 2016/17: not applicable; 2017/18: 5)

Outputs

- 12 joint targeted operations with police and gendarmerie aimed at arresting high-profile criminals, including heads or senior leaders of armed groups
- Provision of support for a nationwide outreach campaign, inclusive of national consultations, and support for a comprehensive national strategy on transitional justice
- (a) 4 training workshops for judicial police officers, prosecutors and investigating judges of the Special Criminal Court on the investigation, prosecution and trial of serious crimes; (b) 4 training workshops for magistrates of the Court on international criminal law and victim and witness protection; (c) 2 training workshops for clerks of the Court on court administration; and (d) 4 workshops for judicial authorities of national courts and the Court on the use of information gathered by MINUSCA on violations of human rights and international humanitarian law
- Provision of 24/7 security and protection for the magistrates and witnesses of the Court and the Court premises, and capacity-building for national personnel who are providing security

- Provision of technical advice to 5 national and 6 international magistrates and registrars in the form of legal, budgetary and administrative support, by substantive experts
- Monthly meetings for the development of an interministerial decree to ensure that children associated with armed groups and armed forces are treated primarily as victims, to develop national legislation for the protection of children and development of procedures and guidelines for the participation of children in the transitional justice process as victims, witnesses and perpetrators
- Provision of support to investigations and prosecutions undertaken by the International Criminal Court, the Special Criminal Court and ordinary jurisdictions through 20 meetings convened by the Mission-led working group on high-profile prosecutions

External factors

The political will of the Government to adopt and implement a comprehensive and long-term approach to security sector reform, including a legal framework for the protection of victims and witnesses; timely appointment of personnel of the Special Criminal Court and establishment of the Court; the agreement of armed groups to the disarmament, demobilization, reintegration and repatriation process; resurgence of a unified ex-Séléka

Table 14
Human resources: component 2, support to the political process and reconciliation

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Political Affairs Division									
Approved posts 2016/17	–	2	12	14	3	**31**	3	22	**56**
Proposed posts 2017/18	–	2	14	15	2	**33**	3	21	**57**
Net change (see table 15)	–	–	**2**	**1**	**(1)**	**2**	–	**(1)**	**1**
Electoral Affairs Section									
Approved posts 2016/17	–	1	9	3	1	**14**	1	–	**15**
Proposed posts 2017/18	–	–	1	(1)	–	–	–	–	–
Net change (see table 16)	–	**(1)**	**(8)**	**(4)**	**(1)**	**(14)**	**(1)**	–	**(15)**
Disarmament, Demobilization and Reintegration Section									
Approved posts 2016/17	–	–	–	–	–	–	–	–	–
Proposed posts 2017/18	–	1	7	13	2	**23**	5	9	**37**
Net change (see table 17)	–	**1**	**7**	**13**	**2**	**23**	**5**	**9**	**37**
Security Sector Reform Service									
Approved posts 2016/17	–	1	3	1	–	**5**	2	1	**8**
Proposed posts 2017/18	–	1	4	3	1	**9**	2	2	**13**
Net change (see table 18)	–	–	**1**	**2**	**1**	**4**	–	**1**	**5**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Total									
Approved posts 2016/17	–	4	24	18	4	50	6	23	79
Proposed posts 2017/18	–	4	26	30	5	65	10	32	107
Net change	–	–	2	12	1	15	4	9	28

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.
[a] Includes National Professional Officers and national General Service staff.

International staff: net increase of 15 posts

National staff: net increase of 4 posts

United Nations Volunteers: net increase of 9 positions

Political Affairs Division

Table 15
Human resources: Political Affairs Division

	Change	Level	Functional title	Post action	Description
Posts	-1	P-4	Political Affairs Officer	Abolishment	
					Reassignments
	-1	FS	Administrative Assistant	Reassignment	To Security Sector Reform Service, as Administrative Officer
	-1	UNV	Political Affairs Officer	Reassignment	To Disarmament, Demobilization and Reintegration Section as Disarmament, Demobilization and Reintegration Officer
Subtotal	**-3**				
					Transfer
	+1	P-5	Senior Electoral Officer	Redeployment	From Electoral Affairs Section
	+2	P-4	Electoral Affairs Officer	Redeployment	
	+1	P-3	Electoral Officer	Redeployment	
Subtotal	**+4**				
	-2	P-4	Political Affairs Officer	Reclassification	
	+2	P-5	Political Affairs Officer	Reclassification	
Net change	**+1**		(see table 14)		

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

87. The approved staffing establishment of the Political Affairs Division, which comprises 56 posts, is responsible for leading the coordination of the implementation

of the Mission-wide political strategy, which entails establishing stability through dialogue between the armed groups and the Government, and supporting the creation of the political space required to address the root causes of the conflict in the Central African Republic and build the foundations for lasting peace.

88. While the administrative activities of the Section have been scaled down as the Mission enters its fourth year of operations, other activities have been expanded and prioritized, as outlined in Security Council resolution 2301 (2016), including with regard to the dialogue with armed groups and advancement of reconciliation efforts across the country, as well as given the progress made by the national authorities with regard to the adoption and implementation of key reforms. In this context, as presented in table 15 above, it is proposed that one post be abolished and two posts be reassigned as follows: one post to the Disarmament, Demobilization and Reintegration Section, as set out in table 17 and described in paragraphs 100 and 101 of the present report, and one post to the Security Sector Reform Service under component 2, as set out in table 18 and described in paragraph 105 of the report.

89. The proposed transfer of a streamlined Electoral Affairs Section (4 approved posts), to be subsumed by the Political Affairs Division, is set out in table 16 and described in paragraphs 93 and 94 of the present report.

90. The Heads of Office in Bouar and Bria have been reliant on a junior professional staff member to carry out high-profile representational responsibilities and potential crisis management in their absence. With the expansion of the sector headquarters and the mandate of the Mission, the Heads of Office lacked the requisite expertise to support the formulation and implementation of the political strategy of the Mission across each of their sectors, and the capacity to coordinate and conduct sector-wide conflict analyses for senior management, and as a result have also been unable to produce in-depth analyses of the local political situation, to optimize the potential of the United Nations Volunteers team members in Bouar and Bria, or to delegate activities for the recruitment of staff suitable for the area of responsibility.

91. In light of the above, the political affairs teams in the sectors will be reorganized for reinforcement of the field with the appropriate support required as a result of the expansion. Approved posts of Political Affairs Officer will be relocated as follows: one post (P-5) relocated from Mission headquarters in Bangui to the sector headquarters of Kaga Bandoro, one post (P-3) in Ndélé relocated to Kaga Bandoro; one post (P-4) in Kaga Bandoro relocated to Ndélé; and one post (P-4) in Obo relocated to Bangui.

92. To complete these measures, it is proposed that two posts presented in table 15 above be reclassified, as the scope of the duties and responsibilities of the approved functions in the sector headquarters of Bouar and Bria require substantial change. The Officer of each of the sector headquarters in Bouar and Bria will support his or her respective Head of Office and will mentor, coach and supervise the political affairs teams in the field offices of Paoua, Bossangoa, Bangui, Berbérati, Obo, Bangassou and Birao across a vast territory, faced with a myriad of issues, ranging from transhumance and the presence of anti-balaka and ex-Séléka factions to large-scale displacement, intercommunal violence and tension.

Electoral Affairs Section

Table 16
Human resources: Electoral Affairs Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	D-1	Principal Electoral Affairs Officer	Abolishment	
	-2	P-3	Electoral Officer	Abolishment	
Subtotal	**-3**				
					Transfer
	-1	P-5	Senior Electoral Officer	Redeployment	To Political Affairs Division
	-2	P-4	Electoral Affairs Officer	Redeployment	
	-1	P-3	Electoral Officer	Redeployment	
Subtotal	**-4**				
					Reassignment
	-1	P-4	Electoral Affairs Officer	Reassignment	To Immediate Office, as Special Assistant
	-1	P-3	Electoral Affairs Officer	Reassignment	To Immediate Office, as Special Assistant
	-1	FS	Administrative Assistant	Reassignment	To Protocol Office, as Protocol Assistant
					To Office of the Deputy Special Representative of the Secretary-General (Political)
	-1	P-4	Electoral Affairs Officer	Reassignment	As Protection of Civilians Officer
	-1	NGS	Electoral Clerk/Driver	Reassignment	As Liaison Assistant
	-1	P-4	Electoral Affairs Officer	Reassignment	To Disarmament, Demobilization and Reintegration Section, as Disarmament, Demobilization and Reintegration Officer
	-1	P-4	Electoral Affairs Officer	Reassignment	To Civil Affairs Section, as Civil Affairs Officer
	-1	P-4	Logistics Officer	Reassignment	To Security Sector Reform Service, as Security Sector Reform Officer
Subtotal	**-8**				
Net change	**-15**		(see table 14)		

Abbreviations: NGS, national General Service.

93. The approved staffing establishment of the Electoral Affairs Section, which comprises 15 posts, is primarily responsible for supporting the Government, the National Electoral Authority and relevant national stakeholders (the Constitutional Court, the High Council for Communication, courts and tribunals, Cadre de concertation, political parties and civil society) in preparing and implementing the electoral process, elaborating a legal framework and the strategic tools, which include an electoral calendar, a comprehensive budget, and operational and logistical plans, with a view to establishing an environment conducive to credible and inclusive elections. Following the successful holding of the general elections in 2016, which brought about the end of the political transition on 30 March 2016, and

with the limited progress expected in laying the groundwork for local elections, and in line with the mandate (Security Council resolution 2301 (2016)), the Mission requires the support of a streamlined advisory capacity. The advisory capacity would continue to facilitate the coordination within the Mission and the United Nations country team, as well as between international partners and national institutions, with regard to mobilizing the resources necessary to fund an eventual local electoral process, and monitoring and reporting on the advances in the process of ensuring transparency and accountability and identifying potential shortfalls and solutions in support of the good offices of the Special Representative of the Secretary-General.

94. In this context and as presented in table 16 above, it is proposed that three posts be abolished to streamline the Section and four posts, which would continue to provide advisory capacity, be redeployed to the Political Affairs Division for oversight.

95. While the Section and its broader electoral activities are scaled down, other activities have been expanded and prioritized, as outlined in Security Council resolution 2301 (2016), including with regard to the dialogue with armed groups and advancing reconciliation efforts across the country, as well as given the progress made by the national authorities with regard to the adoption and implementation of key reforms.

96. In this context, it is proposed that the eight posts presented in table 16 above be reassigned as follows: (a) two posts to the Deputy Special Representative of the Secretary-General (Political) and three posts to the Office of the Chief of Staff of the executive direction and management of the Mission, as set out in tables 5 and 6 and described in paragraphs 51 and 56, respectively; (b) one post to the Disarmament, Demobilization and Reintegration Section, as set out in table 17 and described in paragraph 101 and one post to the Security Sector Reform Service of component 2, as set out in table 18 and described in paragraph 104; and (c) one post to the Civil Affairs Section of component 3, as set out in table 20 and described in paragraphs 111 to 114.

97. Consequently, it is proposed that the Electoral Affairs Section be dissolved.

Disarmament, Demobilization and Reintegration Section

Table 17
Human resources: Disarmament, Demobilization and Reintegration Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					**Transfer**
	+ 1	D-1	Chief of Service, Disarmament, Demobilization and Reintegration	Redeployment	From executive direction and management
	+ 1	P-5	Senior Disarmament, Demobilization and Reintegration Officer	Redeployment	
	+ 5	P-4	Disarmament, Demobilization and Reintegration Officer	Redeployment	
	+ 12	P-3	Disarmament, Demobilization and Reintegration Officer	Redeployment	
	+ 1	P-2	Associate Administrative Officer	Redeployment	
	+ 1	FS	Administrative Assistant	Redeployment	
	+ 1	FS	Finance and Budget Assistant	Redeployment	
	+ 4	NPO	Disarmament, Demobilization and Reintegration Officer	Redeployment	
	+ 1	NGS	Driver	Redeployment	
	+ 6	UNV	Disarmament, Demobilization and Reintegration Officer	Redeployment	
Subtotal	**+ 33**				
					Reassignments
	+ 1	P-4	Disarmament, Demobilization and Reintegration Section Officer	Reassignment	From Electoral Affairs Section
	+ 1	UNV	Disarmament, Demobilization and Reintegration Section Officer	Reassignment	From Political Affairs Division
	+ 1	UNV	Disarmament, Demobilization and Reintegration Section Officer	Reassignment	From Security Section
	+ 1	UNV	Disarmament, Demobilization and Reintegration Section Officer	Reassignment	From Protocol Office, Office of the Chief of Staff
Subtotal	**+ 4**				
Net change	**+37**		(see table 14)		

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

98. The approved staffing establishment of the Disarmament, Demobilization and Reintegration (DDR) Section comprises 33 posts.

99. The proposed transfer of the Section from component 1 is set out in table 13 and described in paragraphs 80 and 81 of the present report.

100. Following the recent adoption of a national strategy on disarmament, demobilization, reintegration and repatriation, adequate support for the full

implementation of the national programme will require dedicated capacity from MINUSCA in Bangui. Responsibilities would include conducting local field operations, including assessments, and planning and implementing facets of the disarmament, demobilization, reintegration and repatriation programme, for the armed groups currently amounting to 1,036 ex-Séléka combatants regrouped in three military camps in Bangui (BSS, Béal, RDOT), as well as for other ex-Séléka and anti-balaka elements present in the zone eligible for disarmament, demobilization, reintegration and repatriation. Additional capacity is also required in the field locations to provide administrative and logistical support so as to ensure the smooth transition from pre-disarmament, demobilization and reintegration to disarmament, demobilization, reintegration and repatriation and/or community violence reduction programmes, as well as to staff at the disarmament, demobilization, reintegration and repatriation programme sites during the sensitive disarmament and demobilization phase. Regular coordination, reporting and administrative capacities located at present at the field offices will continue to be needed to plan, monitor and report on the implementation of these activities. The Section currently operates without support staff at some locations at the provincial level and there is an urgent need to strengthen three recently established disarmament, demobilization and reintegration offices in Ndélé, Birao and Bangassou.

101. In light of the above, it is proposed that four posts presented in table 17 above be reassigned from the Electoral Affairs Section, the Political Affairs Division, the Security Section and the Protocol Office of the Office of the Chief of Staff to support the implementation of reinsertion projects for demobilized candidates, as well as community violence reduction programmes for those combatants ineligible for disarmament, demobilization and reintegration. The smooth implementation of disarmament, demobilization and reintegration, through a coordinated mechanism, will improve the security situation and better contribute to the stabilization of the country by providing alternatives to violence and engaging combatants in productive activities which will benefit the local population and the local economy.

Security Sector Reform Service

Table 18
Human resources: Security Sector Reform Service

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+ 2	P-3	Security Sector Reform Officer	Establishment	
	+ 1	UNV	Security Sector Reform Officer	Establishment	
Subtotal	**+ 3**				
					Reassignment
	+ 1	P-4	Security Sector Reform Officer	Reassignment	From Electoral Affairs Section
	+ 1	FS	Administrative Officer	Reassignment	From Political Affairs Division
Net change	**+ 5**		(see table 14)		

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

102. The approved staffing establishment of the Security Sector Reform Service comprises nine posts. Following the elections, a national coordination mechanism for security sector reform, disarmament, demobilization and reintegration and national reconciliation, which is led by a minister counsellor to the President of the Central African Republic, was established for coordinating new institutional reforms. The Service is responsible for supporting the Central African authorities in the development and implementation of the national strategy for security sector reform, and to support the core priority tasks outlined in paragraph 34 (b) of Security Council resolution 2301 (2016) as well as, more generally, assisting the elected Government of the Central African Republic in its efforts to reinstate the State authorities and the rule of law through the long-term reform of the security sector. MINUSCA will augment its advisory support, including with regard to strategic guidance on reforms in the security sector and the implementation of the national strategy for security sector reform and workplans.

103. In this context, it is proposed that of the three new posts presented in table 18 above (a) two should be established whose incumbents (at the P-3 level) would perform the role of liaison between the Security Sector Reform Service and the military and police component of MINUSCA, the European Union training mission, the Ministry of Public Defence and the Central African armed forces, and the Ministry of Public Security and the national internal security forces — police and gendarmerie; and (b) one should be established whose incumbent (1 UNV) would perform the associate role of fulfilling additional requirements related to reporting to the executive direction and management of the Mission and to Headquarters, and of ensuring that the Service is represented at all intramission working groups with regard to cross-cutting issues, such as protection of civilians, Monitoring, Analysis and Reporting Arrangements, and public information. The aim of the liaison function will be to increase cooperation, integration and exchange of information to prevent duplication, and to increase complementarity and synergies between the support provided by MINUSCA and that provided by the European Union training mission to the national authorities.

104. In the same context as described above, it is proposed that one post presented in table 18 above be reassigned from the Electoral Affairs Section, to be co-located with the secretariat of the national coordination mechanism for security sector reform, disarmament, demobilization and reintegration and national reconciliation, so as to ensure regular cooperation with, mentoring of and provision of advice to the national counterparts responsible for the national strategy for security sector reform, currently under development.

105. It is proposed that one post presented in table 18 above be reassigned from the Political Affairs Division to increase the administrative capacity of the Service, which is currently supported by one approved post of Administrative Assistant (national General Service)), given the consequential impact of the expanded mandate on the substantive work of the Service.

Component 3: restoration and extension of State authority

106. The Mission will continue its efforts to address the structural and governance deficiencies that persist in the Central African Republic, particularly in the areas of police and gendarmerie, justice and corrections, through provision of support to the

strengthening of these institutions and infrastructure and support to increasing the number of State administrators trained and deployed across the country. MINUSCA will coordinate international assistance to the justice and correctional institutions in order to reinstate and strengthen the criminal justice system, including by assisting in the recruitment and deployment of judges and prosecutors and demilitarizing and strengthening national sanction and detention regimes, including through the selection, vetting and training of national corrections officers in priority areas in support of the strategic objective of the Mission. This will be undertaken with due regard for the international human rights obligations of the Central African Republic and the human rights due diligence policy and with the understanding that the extension of State authority and the rule of law will require the efforts not only of the Mission, but of the whole international community. As both the security and political situation improves, the Mission will continue to engage the United Nations country team and other partners in strengthening territorial administration by providing support to local authorities, the police and gendarmerie, as well as the judicial and corrections institutions, within the framework of the Global Focal Point arrangement, which will allow for an enhancement of the capacity of State institutions and administrative structures to enable them to perform core government functions effectively.

107. In addition, the Mission will support the strengthening of a legitimate and decentralized State which is accountable, transparent and responsive to its citizens across all prefectures in the Central African Republic. MINUSCA will enable the elaboration and implementation of the Government's integrated restoration of State authority strategy and will encourage and support the involvement of civil society, women and minority groups in the development of public policy. As the Mission assists in the building of State capacity, training related to human rights, child protection, gender and conflict-related sexual violence will be mainstreamed across all activities. MINUSCA will also work with the Panel of Experts on the Central African Republic on supporting the authorities in developing a nationally owned strategy to tackle the illicit exploitation of and networks trafficking in natural resources which continue to fund and supply armed groups in the Central African Republic. This will also provide the Government with an additional source of revenue which will contribute to the stability of the State.

108. The Mission will also work with the Government to develop a strategy for actively undermining the expansion of armed groups by cutting off access to the illegal exploitation of the country's natural resources and the taxation of transportation.

109. In this context, corrections officers (Government-provided personnel) will mentor, train and build the capacity of national uniformed and/or national corrections personnel. Given that the nature of their duties is entirely related to the restoration and extension of State authority, in particular the functioning of judicial and penitentiary institutions in accordance with principles of the rule of law, it is proposed that those personnel be reflected under this component. In its resolution 2264 (2016) of 9 February 2016, the Security Council decided that MINUSCA would include 108 corrections officers.

Expected accomplishments	*Indicators of achievement*
3.1 Improved presence and functioning of judicial and penitentiary institutions in accordance with principles of the rule of law.	3.1.1 Increase in number of courts reopened and operational (2015/16: 24; 2016/17: 20; 2017/18: 27) 3.1.2 Increase in the total number of criminal sessions held by the three courts of appeal (2015/16: 1; 2016/17: 2; 2017/18: 3) 3.1.3 Increase in the number of judicial actors (magistrates, registrars) trained, deployed to their jurisdictions and working (2015/16: not applicable; 2016/17: not applicable; 2017/18: 5) 3.1.4 Increase in the number of national civilian prison officers in the workforce (2015/16: 40; 2016/17: 190; 2017/18: 191) 3.1.5 Reduction in the number of prison incidents, including escapes (2015/16: 165; 2016/17: 145; 2017/18: 130) 3.1.6 Increase in the number of prisons reopened in regions outside Bangui (2015/16: 2; 2016/17: 7; 2017/18: 11)

Outputs

- Rehabilitation, construction and equipping of 4 courts or tribunals and 4 prisons and the provision of logistical support to the Ministry of Justice in the transport of court personnel to the reopened courts and for mobile court sessions
- 12 days of training workshops conducted on a range of diverse topics related to criminal justice and juvenile justice for 30 magistrates and court personnel who then train 60 magistrates and law clerks
- Weekly advisory meetings with judicial institutions to enhance the quality of the training delivered to magistrates and law clerks, and to enhance the vetting, recruitment and training of 300 civilian prison personnel as part of the demilitarization of the prison system
- Daily on-the-job training for 150 new civilian prison officer trainees through co-location of MINUSCA corrections officers 24 hours a day, 7 days a week, in 2 prison facilities in Bangui, and daily mentoring and advisory sessions provided to the prison directors and prison personnel through co-location of MINUSCA corrections officers in 6 prison facilities outside of Bangui
- 16 five-day training sessions: 10 sessions on prison security for a total of 335 armed forces elements and 6 sessions for a total of 120 civilian prison personnel on best practices in civilian prison management and the United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules)
- Monthly meetings with the Ministry of Justice, judicial inspection services and other relevant national authorities, to plan and coordinate the physical redeployment of justice and rule of law actors to the regions and the provision of logistical and technical support to the three courts of appeals (in Bangui, Bouar and Bambari)

Expected accomplishments	*Indicators of achievement*
3.2 Progress towards the restoration and extension of governmental institutions and State authority in the Central African Republic	3.2.1 Increase in the number of newly trained local authorities, traditional chiefs and civil servants (2015/16: 450; 2016/17: 550; 2017/18: 600)
	3.2.2 Number of police commissariats or gendarmerie brigades deployed and functional in the prefectures (2015/16: not applicable; 2016/17: not applicable; 2017/18: 28)
	3.2.3 A Government-lead strategy developed to address illegal taxation and the illicit exploitation of natural resources (2015/16: not applicable; 2016/17: not applicable; 2017/18: 1)

Outputs

- 20 capacity-building workshops, in partnership with the European Union and the United Nations country team, to train 600 administrators from prefectures and sub-prefectures, on public administration and core government competencies
- 16 rehabilitation and/or construction projects to improve State administrative infrastructure and rehabilitation of 10 police stations or gendarmerie brigades
- Provision of technical advice and guidance to the leadership of the internal security forces in 11 administrative or operational fields through co-location of MINUSCA personnel (legal, finance, budgeting, project management, human resource management, public order management, judicial police, criminal investigation management, community policing, information technology, forensics and public information)
- Regular monthly meetings with national authorities to support the development and implementation of a national strategy for addressing illegal taxation and illicit exploitation of natural resources related to the presence of armed groups
- 64 workshops for 16 commissariats and brigades (4 per unit) to provide technical advice and guidance on key policing activities
- 50 quick impact projects in coordination with the youth-at-risk strategy
- Support for the implementation of at least 5 key priority projects under the Police and Gendarmerie Capacity-building and Development Plan

External factors

The security environment and the timely deployment of necessary personnel as well as cooperation from national and provincial authorities. The implementation of effective measures by national authorities to ensure that magistrates and other judicial actors perform in their assigned courts outside of Bangui

Table 19
Human resources: component 3, restoration and extension of State authority

Category									*Total*
I. Government-provided personnel									
Approved 2016/17									–
Proposed 2017/18									**108**
Net change									**108**
	International staff								
II. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff[a]*	*United Nations Volunteers*	***Total***
Justice and Corrections Section									
Approved posts 2016/17	–	1	16	20	1	**38**	22	9	**69**
Proposed posts 2017/18	–	1	16	20	1	**38**	22	9	**69**
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Section									
Approved posts 2016/17	–	1	6	8	2	**17**	63	8	**88**
Proposed posts 2017/18	–	1	7	8	2	**18**	101	8	**127**
Net change (see table 20)	–	–	**1**	–	–	**1**	**38**	–	**39**
Subtotal, civilian staff									
Approved posts 2016/17	–	2	22	28	3	**55**	85	17	**157**
Proposed posts 2017/17	–	2	23	28	3	**56**	123	17	**196**
Net change (see table 20)	–	–	**1**	–	–	**1**	**38**	–	**39**
Total (I-II)									
Approved posts 2017/18	–	2	22	28	3	**55**	85	17	**157**
Proposed posts 2017/18	–	2	23	28	3	**56**	123	17	**304**
Net change	–	–	**1**	–	–	**1**	**38**	–	**147**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.
[a] Includes National Professional Officers and national General Service staff.

International staff: net increase of 1 post

National staff: net increase of 38 posts

Civil Affairs Section

Table 20
Human resources: Civil Affairs Section

	Change	Level	Functional title	Post action	Description
Posts	+ 1	P-4	Civil Affairs Officer	Reassignment	From Electoral Affairs Section, component 2
Subtotal	**+ 1**				
	+ 1	NPO	Civil Affairs Officer	Reassignment	From Gender Affairs Unit, executive direction and management
	+ 1	NPO	Civil Affairs Officer	Reassignment	From HIV/AIDS Unit, executive direction and management
	+ 1	NPO	Civil Affairs Officer	Reassignment	From Child Protection Unit, component 1
Subtotal	**+ 3**				
	+ 12	NGS	Liaison Assistant	Reassignment	From Security Section, support component
	+ 23	NGS	Liaison Assistant	Reassignment	From Conference and Translation Unit, Office of the Deputy Director of Mission Support, support component
Subtotal	**+ 35**				
Net change	**+ 39**		(see table 19)		

Abbreviations: NGS, national General Service; NPO, National Professional Officer

110. The approved staffing establishment of the Civil Affairs Section comprises 88 posts responsible for three core pillars: protection of civilians, community dialogue and social cohesion, and restoration and extension of State authority. The Section continues to liaise with the national and local authorities regarding their protection needs, including the establishment of alert networks, protection plans and perception analyses in coordination with the MINUSCA Force, national security forces and other partners; carries out activities that promote social cohesion, conflict resolution, reconciliation, capacity- and confidence-building of civil society organizations (including youth and women), including advocacy and outreach; supports the Government in its deployment of a functioning territorial administration, the rehabilitation of public infrastructures and the strengthening of the delivery of administrative and social services at the local level; and strives for national ownership. The Civil Affairs Section is well situated at the grass-roots level in the local communities, and is thus able to report on community perceptions and channel information on these perceptions and privileged information on conflict dynamics into policy and strategic papers of the Mission.

111. As a result of the currently evolving social and political dynamics in the Central African Republic and the immediate priority tasks under the mandate of MINUSCA, as recently adopted by the Security Council in its resolution 2301 (2016) with regard to the protection of civilians, community dialogue and social cohesion, and restoration and extension of State authority, the strategy for mandate delivery has been modified. While armed groups are still in control of various parts of the country, violence has decreased in Bangui. As a result, the development

partners of the Central African Republic are gearing towards the resumption of their provision of economic support to the country, which enables the Section to concentrate on grass-roots activities, community empowerment and the rehabilitation of socioeconomic infrastructures while working ardently to reconstruct social bonds among rival communities and ethnic and religious groups. Support will be provided within the communities for the design of the appropriate early alert network so as to prevent the reoccurrence of and/or the relapse into violence.

112. There is a need to dedicate a field office that focuses directly on the civil affairs of Bangui and coordinates the substantive work of the Mission in Bangui, which is separate from the Mission headquarters, and completes the initial staffing strategy for the eight field offices. In particular, the field offices of Paoua, Birao and Obo, as compared with the field offices of Berbérati, Bossangoa, Bambari, Ndélé and Bangassou require an additional officer to coordinate and implement the wide range of civil affairs activities.

113. In addition, noting an implementation rate of 100 per cent achieved with regard to the quick impact projects in past periods and the 95 projects proposed for the 2017/18 period, the strengthening of the team responsible for managing quick impact projects in the Section will ensure a continued positive impact on, and the quality of, the projects supported by the Mission, thereby ensuring the confidence of the local community in the Mission.

114. In light of the above, it is proposed that one post presented in table 20 above be reassigned from the Electoral Affairs Section to a dedicated field office in Bangui, the duties under which will be to (a) take the lead on employment creation initiatives as well as labour-intensive activities which will enable communities to work together towards the rehabilitation of the socioeconomic infrastructures that were destroyed and need urgent repair to ensure service delivery; and (b) act as the focal point for Bangui with regard to the management of quick impact projects, given the size of the population of Bangui, and to work in this regard with the Political Affairs Division.

115. In addition, it is proposed that three posts presented in table 20 above be reassigned from the Gender Affairs and HIV/AIDS Units of the executive direction and management of the Mission and the Child Protection Unit of component 1 to coordinate and implement the wide range of civil affairs activities carried out by the field offices of Paoua, Birao and Obo, which would result in the presence of one National Professional Officer and one United Nations Volunteer in each field office.

116. Under the approved staffing establishment, 52 Liaison Assistants are currently deployed at 35 company operating bases in the field, with two Assistants stationed at each of 17 bases and one Assistant stationed at each of 18 bases. For the 2017/18 period, deployment is planned at 24 permanent operating bases, 8 formed police unit camps, 6 arrondissements in Bangui and 12 field offices. Historically, protection has been more effective in areas where troops had established a good relationship and trust had been built with the local communities. On the basis of best practices and lessons learned in MONUSCO, the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Mission in South Sudan (UNMISS) and the Central African Republic itself, and the support of the Force Commander and Deputy Special Representative of the

Secretary-General (Resident Coordinator) for the urgent improvement of the coverage of Liaison Assistants in the areas already deployed to and the new company operating bases which the Force plans to deploy to, it is recommended that two Liaison Assistants per company operating base be assigned to undertake a series of interconnected and complementary activities simultaneously. These activities are related to the three main core functions of civil affairs at the local level in the pillars of protection of civilians, community dialogue and social cohesion, and restoration and extension of State authority. Liaison Assistants support the day-to-day actions and interventions of the Force in the area of operations of the Mission. They provide relevant components of the Mission with first-hand information, which assists the senior management of MINUSCA in planning actions required to protect civilians and prevent gross violation of human rights, maiming and mass killing. The links maintained by the Liaison Assistants with communities across the country, taking into account the perceptions of the local inhabitants, assist the Mission with regard to policy.

117. In this context, and taking into consideration the matter of adequate coverage of Bangui and the existing bases, it is proposed that the 35 posts presented in table 20 above be reassigned from the Security Section (12 approved posts) and from the Conference and Translation Unit of the Office of the Deputy Director of Mission Support, support component (23 approved posts).

Component 4: support

118. The support component of the Mission will continue to provide effective and efficient logistical, administrative and security services in support of the implementation of the mandate of the Mission, through the delivery of related outputs, implementation of service improvements and realization of efficiency gains. These services include personnel administration, staff and welfare counselling, finance and budget, training, construction and maintenance of accommodation and office facilities, air and surface transport, aviation safety, medical services, conference and translation, supply chain management, and geospatial, information and telecommunications technologies. To improve comparability and accountability as regards the performance of these services, the results-based-budgeting framework for the support component has been strengthened.

119. The proposed reorganization of the Mission Support Division will align the structure of the Mission with comparable missions, with a view to improving the efficiency and effectiveness of the support functions. The proposed changes to the staffing establishment take into consideration the difficulties experienced by the Mission in establishing some of the contracts with commercial vendors, locating qualified contractual personnel to complement the capacity of the Mission Support Division and dealing with the high costs associated with international contractors, which still prevail; the recommendations of the civilian staffing review and, in this context, the report of the Advisory Committee on Administrative and Budgetary Questions (A/70/742/Add.12), paras. 47 and 48; and Security Council resolution 2301 (2016), in which the Council decided to maintain the increased troop levels and increase the level of corrections officers, as authorized by the Council in its resolution 2212 (2015), and expanded the mandate of the Mission. A summary of the structural reorganization comprising the transfer, merging and splitting of

organizational units is outlined in the section on staffing changes in the information supplementary to the present report.

Expected accomplishments	*Indicators of achievement*
4.1 Rapid, effective, efficient and responsible support services for the Mission	4.1.1 Percentage of approved flight hours utilized (excluding search and rescue, and medical and casualty evacuation) (2015/16: 76 per cent; 2016/17: ≥ 90 per cent; 2017/18: ≥ 90 per cent)
	4.1.2 Cancelled prior-year budget obligations as a percentage of prior-period obligations carried forward (2015/16: 17 per cent; 2016/17: ≤ 5 per cent; 2017/18: ≤ 5 per cent)
	4.1.3 Average annual percentage of authorized international posts vacant (2015/16: 27 per cent; 2016/17: 25 per cent; 2017/18: 25 per cent)
	4.1.4 Average annual percentage of female international civilian staff (2015/16: 30 per cent; 2016/17: ≥ 30 per cent; 2017/18: ≥ 31 per cent)
	4.1.5 Average number of working days for roster recruitments, from closing of the job opening to candidate selection, for all international candidate selections (2015/16: 66; 2016/17: ≤ 50; 2017/18: ≤ 48)
	4.1.6 Average number of working days for post-specific recruitments, from closing of the job opening to candidate selection, for all international candidate selections (2015/16: not applicable; 2016/17: not applicable; 2017/18: ≤ 130)
	4.1.7 Overall score on Department of Field Support environmental management scorecard (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100)
	4.1.8 Percentage of all information and communications technology (ICT) incidents resolved within the established targets for high, medium and low criticality (2015/16: not applicable; 2016/17: ≥ 85 per cent; 2017/18: ≥ 85 per cent)
	4.1.9 Compliance with field occupational safety risk management policy (2015/16: not applicable; 2016/17: 100 per cent; 2017/18: 100 per cent)
	4.1.10 Overall score on Department of Field Support property management index based on 20 underlying key performance indicators (2015/16: 1,615; 2016/17: ≥ 1,800; 2017/18: ≥ 1,800)

	4.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation on 30 June, in line with memorandums of understanding (2015/16: 39 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	4.1.12 Compliance with United Nations rations standards for delivery, quality and stock management (2015/16: 94 per cent; 2016/17: ≥ 95 per cent; 2017/18: ≥ 95 per cent)

Outputs

Service improvements

- Implementation of the mission-wide environmental action plan, in line with the environmental strategy of the Department of Field Support
- Implementation of the supply chain management strategy and blueprint of the Department of Field Support
- Establishment of four additional United Nations-owned emergency and first aid stations and one United Nations-owned level I clinic

Aviation services

- Operation and maintenance of a total of 16 aircraft (4 fixed-wing, 12 rotary-wing) and 1 unmanned aerial system
- Provision of a total of 12,612 planned flight hours (6,972 from commercial providers, 5,640 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, casualty and medical evacuation
- Oversight of aviation safety standards for 16 aircraft, and 36 airfields and landings sites

Budget, finance, and reporting services

- Provision of budget, finance and accounting services for a budget of $921.6 million, in line with delegated authority
- Finalization of annual financial statements for the Mission in compliance with the International Public Sector Accounting Standards (IPSAS) and the Financial Regulations and Rules of the United Nations

Civilian personnel services

- Provision of human resource services to a maximum strength of 1,769 authorized civilian personnel (809 international staff, 706 national staff and 254 United Nations Volunteers), including support in the areas of claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses to 5,160 civilian personnel, and provision of support for out-of-mission training for 248 civilian personnel
- Support in the processing of 6,423 in-mission and 233 outside-mission travel requests for non-training purposes and 248 travel requests for training purposes, for civilian personnel

Facility, infrastructure, and engineering services

- Maintenance and repair services for approximately 45 sites
- Repair and maintenance of 10 deep boreholes, maintenance and renovation of 112 kilometres of unpaved roads and 25 bridges, maintenance of 11 unpaved airstrips, repair of 25 timber bridges/culvert crossings
- Operation and maintenance of 299 United Nations-owned generators and 2 solar panel farms in the tented camps of Bossangoa and Bambari, in addition to contracted electricity services
- Operation and maintenance of 17 United Nations-owned water treatment plants and 20 United Nations-owned wastewater treatment plants
- Provision of liquid waste management services with United Nations-owned equipment to 14 compounds in Bangui and 11 compounds in the sectors
- Provision of cleaning, ground maintenance, pest control and fumigation in 16 MINUSCA compounds, as well as maintenance of kitchen and dining facilities and catering services in 5 compounds

Fuel management services

- Management of supply and storage of 28.5 million litres of fuel (12.1 million litres for air operations, 6.2 million litres for ground transportation and 10.2 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 18 sites

Geospatial, information and telecommunications technologies services

- Provision of and support for 4,241 handheld portable radios, 2,283 mobile radios for vehicles and 548 base station radios
- Operation and maintenance of 12 FM radio broadcast stations and 8 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 55 very small aperture terminals, 20 phone exchanges and 117 microwave links, as well as provision of satellite and mobile phone service plans
- Provision of and support for 2,279 computing devices and 569 printers for an average strength of 2,463 civilian and uniformed end users, in addition to 1,353 computing devices and 69 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 40 local area networks and wide area networks in 114 sites
- Analysis of geospatial data covering 625,000 square kilometres, maintenance of topographic and thematic layers, and production of 7,500 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (2 level I clinics, 9 emergency and first aid stations, and 1 level II hospital), and support to contingent-owned medical facilities (31 level I clinics, 1 level I+ clinic, and 2 level II hospitals) in 36 sites
- Maintenance of medical evacuation arrangements for 8 medical facilities (including 5 level III/IV hospitals) in 2 locations outside the Mission area

Supply chain management services

- Provision of planning and sourcing support for an estimated $157.2 million in acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of up to 7,551,396 kilograms of cargo within the Mission area
- Management, accounting and reporting for property, plant and equipment, and financial and non-financial inventories, as well as equipment below threshold with a total historical cost of $221.3 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 12,830 military and police personnel (169 military observers, 311 military staff officers, 10,270 contingent personnel, 400 United Nations police officers and 1,680 formed police personnel) and 108 Government-provided personnel
- Inspection, verification and reporting on contingent-owned major equipment and self-sustainment compliance for 41 military and formed police units in 79 sites
- Supply and storage of rations, combat rations and water for an average strength of 11,352 military contingents and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 11,352 military and police personnel and 98 Government-provided personnel
- Support for the processing of 948 in-mission and 61 outside-mission travel requests for non-training purposes

Vehicle management and ground transport services

- Operation and maintenance of 1,139 United Nations-owned vehicles (674 light passenger vehicles, 122 special-purpose vehicles, 8 ambulances, 98 armoured vehicles, 228 other specialized vehicles, trailers and attachments, and 9 workshops) and 4,155 contingent-owned vehicles, as well as shuttle services

Security

- Provision of 24-hour close protection to senior mission staff and visiting high-level officials
- Induction security training and primary fire training/drills for all new mission staff

Conduct and discipline

- Continued implementation of a three-pronged conduct and discipline strategy for all military, police and civilian personnel, consisting of prevention of misconduct, enforcement of United Nations standards of conduct, and outreach activities and remedial action through victim assistance

External factors

Changes in the political, security, economic and humanitarian context; other instances of force majeure; changes in mandate during the reporting period; variance in host government compliance with the provisions of the status-of-mission agreement

Table 21
Human resources: component 4, support

Category	*Total*
I. Military contingents	
Approved posts 2016/17	44
Proposed posts 2017/18	44
Net change	–

	International staff								
II. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Security Section									
Approved posts 2016/17	–	–	2	15	97	**114**	126	4	**244**
Proposed posts 2017/18	–	–	2	15	95	**112**	114	3	**229**
Net change (see table 22)	–	–	–	–	**(2)**	**(2)**	**(12)**	**(1)**	**(15)**
Mission Support Division									
Office of the Director of Mission Support									
Approved posts 2016/17	–	1	7	5	26	**39**	23	2	**64**
Proposed posts 2017/18	–	1	8	8	29	**46**	23	4	**73**
Net change	–	–	**1**	**3**	**3**	**7**	–	**2**	**9**
Approved temporary positions[b] 2016/17	–	–	–	–	4	**4**	–	–	**4**
Proposed temporary positions[b] 2017/18	–	–	–	–	1	**1**	–	–	**1**
Net change	–	–	–	–	**(3)**	**(3)**	–	–	**(3)**
Subtotal									
Approved 2016/17	–	1	7	5	30	**43**	23	2	**68**
Proposed 2017/18	–	1	8	8	30	**47**	23	4	**74**
Net change	–	–	**1**	**3**	–	**4**	–	**2**	**6**
Office of the Deputy Director of Mission Support									
Approved posts 2016/17	–	1	9	11	24	**45**	103	17	**165**
Proposed posts 2017/18	–	1	8	12	30	**51**	60	15	**126**
Net change	–	–	**(1)**	**1**	**6**	**6**	**(43)**	**(2)**	**(39)**
Approved temporary positions[b] 2016/17	–	–	1	1	8	**10**	–	–	**10**
Proposed temporary positions[b] 2017/18	–	–	1	1	7	**9**	–	–	**9**
Net change	–	–	–	–	**(1)**	**(1)**	–	–	**(1)**

Category									*Total*
Subtotal									
Approved 2016/17	–	1	10	12	32	**55**	103	17	**175**
Proposed 2017/18	–	1	9	13	37	**60**	60	15	**135**
Net change	–	–	**(1)**	**1**	**5**	**5**	**(43)**	**(2)**	**(40)**
Services Delivery Service									
Approved posts 2016/17	–	1	11	14	62	**88**	82	60	**230**
Proposed posts 2017/18	–	1	11	14	61	**87**	105	70	**262**
Net change	–	–	–	–	**(1)**	**(1)**	**23**	**10**	**32**
Approved temporary positions[b] 2016/17	–	–	–	1	14	**15**	8	–	**23**
Proposed temporary positions[b] 2017/18	–	–	–	1	13	**14**	8	–	**22**
Net change	–	–	–	–	**(1)**	**(1)**	–	–	**(1)**
Subtotal									
Approved 2016/17	–	1	11	15	76	**103**	90	60	**253**
Proposed 2017/18	–	1	11	15	74	**101**	113	70	**284**
Net change	–	–	–	–	**(2)**	**(2)**	**23**	**10**	**31**
Supply Chain Management Service									
Approved posts 2016/17	–	1	9	12	76	**98**	86	36	**220**
Proposed posts 2017/18	–	1	12	13	92	**118**	104	39	**261**
Net change	–	–	**3**	**1**	**16**	**20**	**18**	**3**	**41**
Approved temporary positions[b] 2016/17	–	–	1	3	18	**22**	2	–	**24**
Proposed temporary positions[b] 2017/18	–	–	–	3	3	**6**	–	–	**6**
Net change	–	–	**(1)**	–	**(15)**	**(16)**	**(2)**	–	**(18)**
Subtotal									
Approved 2016/17	–	1	10	15	94	**120**	88	36	**244**
Proposed 2017/18	–	1	12	16	95	**124**	104	39	**267**
Net change	–	–	**2**	**1**	**1**	**4**	**16**	**3**	**23**
Geospatial, Information and Telecommunications Technologies Section									
Approved posts 2016/17	–	–	3	3	43	**49**	24	–	**73**
Proposed posts 2017/18	–	–	4	4	46	**54**	24	2	**80**
Net change (see table 44)	–	–	**1**	**1**	**3**	**5**	–	**2**	**7**

Category									*Total*
Support Services — Entebbe									
MONUSCO logistics hub and Regional Procurement Office									
Approved posts 2016/17	–	–	–	2	6	**8**	10	–	**18**
Proposed posts 2017/18	–	–	–	–	2	**2**	2	–	**4**
Net change	–	–	–	–	**(4)**	**(6)**	**(8)**	–	**(14)**
Approved temporary positions[a] 2016/17	–	–	–	–	–	–	1	–	**1**
Proposed temporary positions[b] 2017/18	–	–	–	–	–	–	–	–	**–**
Net change (see table 45)	–	–	–	–	–	–	**(1)**	–	**(1)**
Subtotal									
Approved 2016/17	–	–	–	2	6	**8**	11	–	**19**
Proposed 2017/18	–	–	–	–	2	**2**	2	–	**4**
Net change	–	–	–	**(2)**	**(4)**	**(6)**	**(9)**	–	**(15)**
Civilian staff									
Approved posts 2016/17	–	4	41	62	334	**441**	454	119	**1 014**
Proposed posts 2017/18	–	4	45	66	355	**470**	432	133	**1 035**
Net change	–	–	**4**	**4**	**21**	**29**	**(22)**	**14**	**21**
Approved temporary positions[a] 2016/17	–	–	2	5	44	**51**	11	–	**62**
Proposed temporary positions[b] 2017/18	–	–	1	5	24	**30**	8	–	**38**
Net change	–	–	**(1)**	–	**(20)**	**(21)**	**(3)**	–	**(24)**
Total, civilian staff									
Approved 2016/17	–	4	43	67	378	**492**	465	119	**1 076**
Proposed 2017/18	–	4	46	71	379	**500**	440	133	**1 073**
Net change	–	–	**3**	**4**	**1**	**8**	**(25)**	**14**	**(3)**
Total (I and II)									
Approved 2016/17	–	4	43	67	378	**492**	465	119	**1 120**
Proposed 2017/18	–	4	46	71	379	**500**	440	133	**1 117**
Net change	–	–	**3**	**4**	**1**	**8**	**(25)**	**14**	**(3)**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance, in civilian personnel costs.

International staff: net increase of 8 posts/positions (including an offset of 21 temporary positions)

National staff: net decrease of 25 posts/positions (including 3 temporary positions)

United Nations Volunteers: net increase of 14 positions

Security Section

Table 22
Human resources: Security Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	FS	Close Protection Officer	Reassignment	To Immediate Office of the Chief of Staff, executive direction and management, as Administrative Assistant
	-1	FS	Close Protection Officer	Reassignment	To Board of Inquiry Unit, as Board of Inquiry Assistant
	-1	UNV	Associate Security Information Analyst	Reassignment	To Disarmament, Demobilization and Reintegration Section, component 2, as Disarmament, Demobilization and Reintegration Officer
					Reassignments
	-2	NGS	Security Assistant	Reassignment	To Civil Affairs Section, component 3, as Liaison Assistant
	-3	NGS	Security Radio Operator (field offices)	Reassignment	
	-7	NGS	Security Radio Operator	Reassignment	
Subtotal	**-12**				
Net change	**-15**		(see table 21)		

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

120. The approved staffing establishment of the Security Section comprises 244 posts. As the establishment of the Mission evolves into its fourth year of operations and taking into account the new strategic objective of the Mission, as outlined in Security Council resolution 2301 (2016), there is a need to realign the staffing establishment of the Mission to reflect the immediate and core and priority tasks and the essential and additional tasks in its deployment and allocation of resources. In conjunction with this, the Mission conducted an assessment of the security situation in relation to the staffing establishment of the Security Section and determined that the approved staffing capacity to provide security services for close protection and with regard to the radio operations exceeded the needs of the Mission, while other areas of the Mission had inadequate support for delivery of the expanded mandate.

121. Accordingly, the proposed reassignment of 15 posts is set out in the tables and described in the paragraphs of the present report as follows: one post to the Immediate Office of the Chief of Staff of the executive direction and management of the Mission (table 6; paras. 54 to 56), one post to the Board of Inquiry Unit, under the Office of the Chief of Staff (table 8; paras. 62 to 64), one post to the Disarmament, Demobilization and Reintegration Section, of component 2 (table 17; paras. 100 and 101) and 12 posts to the Civil Affairs Section of component 3 (table 20; paras. 116 and 117).

Mission Support Division
Office of the Director of Mission Support

Table 23
Human resources: Immediate Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-3	Programme Management Officer	Establishment	
Subtotal	**+1**				

122. The approved staffing establishment of the Immediate Office comprises 13 posts and one temporary position. To improve transparency, comparability and accountability for the performance of services, the component has strengthened its results-based-budgeting framework. A core set of indicators of achievement, which were standardized across missions for the 2017/18 period, will provide an enhanced view with regard to the support required for the implementation of the mandate of the Mission. As MINUSCA has transitioned from the start-up phase to the expansion and sustainment of ongoing operations, there is now an increased relevance in the identification, measurement and monitoring of key performance indicators of the Mission Support Division. Dedicated organizational performance management expertise within the Mission is required to strengthen the capacity of the Office of the Director of Mission Support to monitor, in a systematic and timely manner, the overall effectiveness and efficiency of the performance of the Division in various areas of the operation.

123. In light of the above, it is proposed that the one post presented in table 23 above be established for analysis of the operations of the various pillars and sections within the Mission Support Division, identification of linkages to the strategic and operational goals of the Mission, proposal of key performance indicators, improvement of the process for measuring and monitoring performance, and flagging of corrective measures, as appropriate, for the relevant managers.

Office of the Director of Mission Support

Table 24
Human resources: Human Resources Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+2	FS	Human Resources Assistant	Conversion	
	+1	FS	Human Resources Officer	Reassignment	
	-1	FS	Human Resources Assistant	Reassignment	
Positions	-2	FS	Human Resources Assistant	Conversion	
Subtotal	**–**				

Abbreviations: FS, Field Service.

124. The approved staffing establishment of the Human Resources Management Section comprises 22 posts and 2 temporary positions. Identification of requisite

skills, training of hiring managers, classification of posts, managing the mobility scheme, hiring of national staff and recruitment in general, among other functions under human resources management, were recognized, during the civilian staffing review, as challenges faced by the Mission in the Central African Republic. The recruitment work with regard to the high volume of posts and positions approved for the 2016/17 period, proposed changes to the staffing establishment for the 2017/18 period, management of staff turnover in its fourth year of operation, continuous post classification and mobility exercises and, above all, the imperative of expediting the recruitment of national staff in order to implement a meaningful nationalization programme, demonstrate the long-term nature of the workload of the Section.

125. In light of the above, it is proposed that the two temporary positions presented in table 24 be converted to posts to support the ongoing recruitment activities of the Mission.

126. The ratio of Human Resources Officers to clients is currently 1 to 600 on average. The Client Support Unit requires additional leadership and technical competence to sustain service delivery as well as to implement service quality improvement initiatives for the 2017/18 period. In this regard, it is essential that the functions of the Chief of the Client Support Unit be set at a level that is commensurate with their complexity and the degree of professional expertise required.

127. In this context, it is proposed that one post presented in table 24 above be reassigned within the Section for performance of additional functions and provision of a higher level of technical advice which is beyond the scope of the current approved function, and as required of the Mission.

Office of the Director of Mission Support

Table 25
Human resources: Staff and Welfare Counselling Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-4	Chief of Staff Counsellor and Welfare Unit	Establishment	
	+2	P-3	Staff Counsellor	Establishment	
Subtotal	**+3**				
Positions	+1	FS	Staff Welfare Assistant	Conversion	
	-1	FS	Staff Welfare Assistant	Conversion	
Subtotal	**+3**				

Abbreviations: FS, Field Service.

128. The approved staffing establishment of the Staff and Welfare Counselling Unit comprises four posts and one temporary position. The Mission has deployed staff members across Bangui and 11 field offices, as well as permanent operating bases and camps. Given the recognized hardship and difficult working and living conditions at the majority of these locations, there is a need to support the health, morale and well-being of the personnel in the area of operations of the Mission. In

this regard, the Unit maintains public relations with government entities to facilitate welfare activities, provides specialist advice on welfare strategy as well as its implementation, and advocates for work-life balance.

129. The Unit should provide strategic guidance to senior management under the direction of a Chief with regard to (a) measures that improve staff psychosocial well-being; (b) environmental factors that could lead to stress, including the conduct of assessments of the psychosocial needs of the civilian staff members, with a particular focus on stress related to critical incidents; and (c) developing, organizing and implementing a stress management programme for staff members, including development of appropriate counselling and psychosocial training services to prevent and mitigate the impact of stress on personnel. In addition, the Unit will advise section chiefs, as necessary or upon request, with the aim of improving the working atmosphere in those sections and assisting in the resolution of problems of a work-related or personal nature which adversely affect job performance and productivity. Over the three years of its operation, managers have often faced pressures to deliver in situations where staff have already been working continuously for extended periods under poor working and living conditions, punctuated by occasional security crises. Although there is a general recognition of the need for betterment of welfare, the environment will not improve without dedicated advocates and professional counsellors to guide the process. The need for additional welfare and counselling is well reflected in the increasing number of cases filed with the conduct and discipline and management evaluation entities of the Organization.

130. In this context, it is proposed that three new posts, as presented in table 25 above, be established, one post in Bangui whose incumbent will manage the Unit and one post in each of the sector headquarters of Bouar and Kaga Bandoro whose incumbent will ensure that services are provided to personnel located in the field offices. The sector headquarters of Bria is already staffed with one approved post of Staff Counsellor. It is proposed that the one temporary position presented in table 25 above be converted to a post, given that the activities of the Unit are of an ongoing nature and are tied to the life of the Mission.

Office of the Director of Mission Support

Table 26
Human resources: United Nations Volunteers Support Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+2	UNV	Support Officer	Reassignment	From Movement Control Unit, Supply Chain Management Service
Subtotal	**+2**				

Abbreviations: UNV, United Nations Volunteer.

131. The approved staffing establishment of the United Nations Volunteers Support Office comprises two posts. The Support Office currently administers approximately 200 personnel serving in the Mission. The continuing increase in the number of positions, from 191 approved for the 2015/16 period to 238 approved for the

2016/17 period, and to 254 positions, as proposed for the 2017/18 period, will exert a downstream effect on the administrative workload, mainly with regard to archiving personnel files, preparing materials for induction training for new personnel in the Central African Republic, and responding to administrative issues and queries raised by personnel in sector headquarters and field offices. The responsibilities entail conducting orientation meetings, providing assistance required by personnel, in particular with regard to facilitating lodging at transit accommodation facilities in coordination with the Camp Management Unit, and reporting on expenses incurred by the Mission for subsequent recovery. The addition of a national United Nations Volunteers programme in the 2016/17 period requires that different training materials be developed and updated based on experience and lessons learned. In addition, as the modality for support for the United Nations Volunteers programme continues to evolve, many new questions have been raised by personnel and missions will continue to cope with the volume of requests until a uniform policy is disseminated.

132. In light of the above, it is proposed that the two posts presented in table 26 above be reassigned from the Movement Control Unit of the Supply Chain Management Service.

Office of the Deputy Director of Mission Support

Table 27
Human resources: Claims and Board of Inquiry Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-4	Board of Inquiry Officer	Redeployment	To Office of the Chief of Staff, executive direction and management
	-2	FS	Board of Inquiry Assistant	Redeployment	
Subtotal	**-3**				

Abbreviations: FS, Field Service.

133. The proposed separation of the Board of Inquiry Unit (three approved posts) from the Claims and Board of Inquiry Unit and transfer to the executive direction and management of the Mission is set out in table 8 and described in paragraphs 60 and 61 of the present report.

Office of the Deputy Director of Mission Support

Table 28
Human resources: Occupational Health, Safety and Environment Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+3	UNV	Environmental Affairs Officer	Establishment	
Subtotal	**+3**				

Abbreviations: UNV, United Nations Volunteer.

134. The approved staffing establishment of the Occupational Health, Safety and Environment Unit comprises six posts. The Unit is responsible for implementing United Nations environmental and waste management policies, which provide specific directions to missions on establishing environmental objectives, and entail the implementation and inspection of (a) the implementation plan of occupational health and safety in the Mission; (b) the environmental policy carried out and the guidelines and standards followed by the Mission; and (c) the recently developed environmental strategy for peacekeeping missions.

135. The Mission will limit the environmental impact of its operations on energy, water, and liquid and solid wastes, and protect the natural and cultural heritage of the country. MINUSCA currently sustains a large physical footprint with over 12,000 personnel who need to be supported through the development of facilities and infrastructure. The environmental footprint of the Mission, if not properly managed, has the potential to contribute to tension with local communities over access to and use of scarce or contentious natural resources. In addition, the operations of the Mission could potentially result in pollution and degradation of the environment. There needs to be improvement in the area of adequate environmental safeguards, particularly in relation to managing waste and wastewater, and a further reduction in energy generation and consumption, as demonstrated, for example, in the audit conducted by the Office of Internal Oversight Services on waste management. Through the consideration of these issues, a significant emphasis has been placed on the need for the Mission to represent a responsible presence and for the management of the impact of MINUSCA on both the physical and socioeconomic dimensions of the environment. In addition, the Board of Auditors has made several recommendations with regard to oversight of environmental management, including on waste management and energy requirements. The current capacity of the Unit is still inadequate, however, for responding to those internal audit-related observations so as to achieve the objectives of the environmental strategy for peacekeeping missions and thereby fulfil the above-mentioned responsibilities.

136. During the 2017/18 period, MINUSCA intends to further expand its efforts with regard to improving waste management yards in four locations and the use of scalable renewable energy equipment, such as low-capacity hybrid (diesel-photovoltaic) power supply systems under existing system contracts, to establish communications hubs in the large green fields of 11 sites in the sectors and solar street lights in all of its locations. These efforts would increase the self-sustainment of camps, reducing both security and environmental risks through less of a reliance on resupply operations. This has involved and will continue to involve large-scale equipment, installation and inspections to ensure that the relevant projects are implemented and on track and in compliance with the relevant directives of the United Nations, and monitoring and reporting by Mission expertise, to ensure minimal environmental impact as the Mission carries out its operations. The Environment Unit will provide training and education regarding sustainable environmental practices for all personnel so as to ensure that environmental strategies and policies for peacekeeping missions are implemented in accordance with those practices Locally recruited personnel will be instrumental in raising awareness at the community level.

137. In light of the above, it is proposed that the three new posts presented in table 28 above be established at Mission headquarters. The incumbents will (a) implement and monitor the integrated water, waste and energy management plans of the Mission, including quarterly reporting on activities; and (b) implement solutions for mitigating the environmental impact related to water, waste and energy in each of the sectors.

Office of the Deputy Director of Mission Support

Table 29
Human resources: Conference and Translation Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-23	NGS	Field Translator	Reassignment	To Civil Affairs Section, as Liaison Assistant
					To Facilities and Engineering Management Section
	-9	NGS	Field Translator	Reassignment	As Engineering Assistant
	-10	NGS	Field Translator	Reassignment	As Facilities Management Assistant
Subtotal	**-19**				
	-1	NGS	Field Translator	Reassignment	To Integrated Warehouse Unit, as Property Control and Inventory Assistant
	-1	NGS	Field Translator	Reassignment	To Integrated Mission Training Cell, as Training Assistant
Subtotal	**-44**				

Abbreviations: NGS, national General Service.

138. The approved staffing establishment of the Conference and Translation Unit comprises 90 posts. The Unit provides conference services, including professional translation services in the Mission and in support of military and police contingents, and administers the recently launched computer-based "electronic conference management system" (eCMS) to strengthen its operational capability to efficiently manage conference services Mission-wide.

139. In terms of approved staffing, 88 Field Translator posts (including 84 national General Service posts) were established to provide interpretation and translation services to the military and police contingents, in particular those from non-French speaking contributing countries. Taking into consideration the factor of the needs of the military and police personnel currently deployed, which has a downstream effect on the demand for interpreters, the capacity initially envisaged has been reassessed downward and a more efficient and effective use of the capacity identified in support of operations associated with the restoration and extension of State authority. In addition, the implementation of the electronic conference management system has resulted in the effective and efficient coordination and management of conference services and a reduced need for translators.

140. The proposed reassignment of 23 posts to the Civil Affairs Section is set out in table 20 and described in paragraphs 116 and 117 of the present report.

141. The proposed reassignment of 19 posts to the Facilities and Engineering Management Section is set out in table 32 and described in paragraphs 155 and 156 of the present report.

142. The proposed reassignment of one post to the Integrated Warehouse Unit is set out in table 42 and described in paragraphs 191 to 193 of the present report and the proposed reassignment of one post to the Integrated Mission Training Cell is set out in table 30 and described in paragraphs 143 and 144.

Office of the Deputy Director of Mission Support

Table 30
Human resources: Integrated Mission Training Cell

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	NGS	Training Assistant	Reassignment	From Conference and Translation Unit
Subtotal	**+1**				

Abbreviations: NGS, national General Service.

143. The approved staffing establishment of the Integrated Mission Training Cell comprises eight posts. The protection of civilians is at the centre of the mandate of the Mission along with training, sensitization, awareness raising, advocacy and the building of capacity of local institutions and personnel. Mandatory programmes are conducted by the Training Cell and cover areas such as protection of civilians and conflict-related sexual violence. Additional courses are planned, which are to be conducted by the Conduct and Discipline Service, the Office of the Police Commissioner, the Security Sector Reform Service and the Civil Affairs Section, as well as technical courses such as Umoja workshops on new functionalities, all of which are coordinated or reported through the Training Cell, including the management of their approved resources. There is a new emphasis on performance monitoring and performance appraisal for managers, and new training courses on interview techniques and personal history profile-related writing skills have been developed and delivered to an increasing number of national staff. The Cell will develop and implement the national staff capacity-building programme, which was grounded owing to challenges faced by the Mission, and will establish locally the partnerships necessary for executing the programme in the sectors and extending other programmes delivered at headquarters, such as the language programme, to the field. As recommended by the civilian staffing review, the Mission will explore partnerships with the University of Bangui and foreign universities, as well as long-distance learning and certification programmes. The necessary progress with regard to the national staff capacity-building initiative will be a direct factor in the future success of a nationalization programme.

144. Additional capacity is required to support these responsibilities and initiatives, and to ensure the timely submission of inputs for budget and performance reporting, timely and effective vendor payments follow-up with regard to the settlement of tuition fees, and accurate planning and monitoring of external trainers. It is proposed accordingly that the one post presented in table 30 above be reassigned from the Conference and Translation Unit.

Office of the Deputy Director of Mission Support

Table 31
Human resources: Mission Support Centre

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					**Transfer**
					Contingent-Owned Equipment Inspection Unit
	+1	P-3	Property Management Officer	Redeployment	From Property Management Section, Supply Chain Management Service
	+2	UNV	Property Management Assistant	Redeployment	From Property Management Section, Supply Chain Management Service
Subtotal	**+3**				
	+1	P-4	Chief of Contingent-Owned Equipment Inspection Unit	Conversion	
	+7	FS	Property Management Assistant	Conversion	
Subtotal	**+8**				
					Redeployments
	-1	P-4	Logistics Officer	Redeployment	To Facilities and Engineering Management Section, Service Delivery Service
					Reassignments
	-2	FS	Administrative Assistant	Reassignment	To Integrated Warehouse Unit, as Supply Assistant
	-5	UNV	Logistics Assistant	Reassignment	To Contract Management Section, as Fuel Officer
	-2	UNV	Logistics Assistant	Reassignment	To Contract Management Section, as Rations Officer
Subtotal	**-10**				
Positions					**Transfer**
					Contingent-Owned Equipment Inspection Unit
	+1	P-4	Chief of Contingent-Owned Equipment Inspection Unit	Redeployment	From Property Management Section, Supply Chain Management Service
	+7	FS	Property Management Assistant	Redeployment	From Property Management Section, Supply Chain Management Service
Subtotal	**+8**				
	-1	P-4	Chief of Contingent-Owned Equipment Inspection Unit	Conversion	
	-7	FS	Property Management Assistant	Conversion	

	Change	*Level*	*Functional title*	*Post action*	*Description*
Subtotal	**-8**				
	-1	FS	Logistics Assistant	Abolishment	
	+3	FS	Administrative Officer	Establishment	
Subtotal	**+2**				
Subtotal	**+3**				

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

145. The approved staffing establishment of the Mission Support Centre comprises 44 posts and 9 temporary positions. The Centre integrates planning, coordination and tasking at both mission and regional levels, monitors and reports on all logistics functions, and harmonizes and prioritizes the use of pooled logistics resources in the Mission. Recent significant reform initiatives, such as the implementation of International Public Sector Accounting Standards (IPSAS), the global field support strategy, Umoja and supply chain management, require a realignment of property management functions in field missions. The establishment of the Supply Chain Management Service in the support component of Mission organizational structures, centralizing warehouse operations, introducing a new fixed assets management function to ensure compliance with the implementation of the Accounting Standards with regard to property, plant and equipment, and inventory, and the revision of the delegation of authority for property management, are all recent changes with a consequential impact on the property management operation in the field.

146. As part of this continued reform, functional units or posts and temporary positions of the Property Management Section should be restructured as follows: (a) the Receiving and Inspection Unit and the Property Disposal Unit should be placed in the Integrated Warehouse Unit as the physical handling and disposal of property are part of the supply chain process; (b) the Property Control and Inventory Unit should be renamed the Property Management Unit and report directly to the Chief of Supply Chain Management with key responsibilities for ensuring compliance with financial rules and regulations, relevant policy and procedures for property management; for managing fixed assets in accordance with the International Public Sector Accounting Standards, and for managing and supporting the delegation of authority for property management; (c) the functions for fixed asset management should be established within the proposed Property Management Unit under the Office of the Chief of Supply Chain Management; and (d) the Contingent-Owned Equipment Inspection Unit should be placed under the Mission Support Centre to provide better visibility with regard to troop deployments, rotations, operations and impact on the resources and capabilities of the Mission, which are the responsibilities of the Centre.

147. In this context, it is proposed, as presented in table 31 above, that the Contingent-Owned Equipment Inspection Unit (3 approved posts and 8 temporary positions) be transferred from the Property Management Section of the Services Delivery Service.

148. It is also proposed that the eight temporary positions presented in table 31 above be converted to posts to ensure the continued provision of support for the verification inspections of contingent-owned equipment in the additional field locations and that the inspections and reimbursement to contributing nations are carried out on time, given that the activities of the Unit are ongoing in nature and tied to the life of the Mission. The following information demonstrates the ongoing nature of the inspections, based on the static volume of contingents and units deployed. A total of 38 units (11 infantry battalions and 27 independent companies/formed police units) are currently deployed. It is anticipated that 2 additional formed police units and 1 additional independent company will be deployed by the end of March 2017, bringing the total number of units to 40. Based on the approval of 16 contingent-owned equipment inspectors for the 2016/17 period (6 earmarked for the infantry, 10 for independent company/ formed police units), the projected workload ratios at the end of the first quarter of 2017 would reach 1:2 for infantry battalions and 1:3 for independent company/formed police units, which is consistent with the 2016/17 proposal.

Financial period	*Number of contingents units deployed*	*Number of contingent-owned equipment inspectors*	*Ratio of inspectors to contingents units*
2015/16	12 infantry battalions	6	1:2
	26 independent companies/ formed police units	9	1:3
2016/17	12 infantry battalions	6	1:2
	30 independent companies/ formed police units	10	1:3
2016/17, January 2017	11 infantry battalions	9	1:3
	27 independent companies/ formed police units/other		

149. As MINUSCA develops its presence in the sectors and the Mission Support Centre continues to manage logistics support, the volume of some administrative work has diminished for the Centre, while it has increased for other units through the supply chain management reform. In addition, some planning and coordination work has shifted to the sections under the Supply Chain Management Service and the Service Delivery Service in order to enable delivery of goods and services to the military and civilian locations in a more timely and efficient manner.

150. The Mission is also progressing towards full compliance with the established environmental policies for peacekeeping missions, which requires, inter alia, implementing waste management yards projects in all key locations (Bangui and sector headquarters) and various substantive renewable energy options for scaling up and improving energy efficiency throughout the Mission, and the management of strategic investments in energy-efficient buildings, as appropriate, and throughout the entire Mission. Overall, the strengthening of the support capabilities in sectors and field locations requires the presence of all major support entities (e.g., engineering, the integrated warehouse and contracts management).

151. In addition, if the operational capability of field offices, in particular in remote areas (Obo, Paoua, and Ndélé), is to be strengthened in respect of providing administrative and logistical support more effectively and efficiently, additional capacity will be required in the Mission Support Centre for managing all logistics, administrative, financial and human resources activities so as to ensure their timely delivery to mission personnel deployed at those locations.

152. In light of the above, it is proposed that 10 posts presented in table 31 above be redeployed and reassigned: 1 post to the Facilities and Engineering Management Section of the Services Delivery Service, 2 posts to the Integrated Warehouse Unit and 7 posts to the Contract Management Section of the Supply Chain Management Service, and that the one temporary position be abolished.

153. It is proposed that the three posts presented in table 31 above be established.

Services Delivery Service

Table 32
Human resources: Facilities and Engineering Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+9	NGS	Engineering Assistants	Reassignment	From Conference and Translation Unit, Office of the Deputy Director of Mission Support
	+10	NGS	Facilities Management Assistant	Reassignment	
	+1	P-4	Logistics Officer	Redeployment	From Mission Support Centre
Subtotal	**+20**				
					Establishments
	+4	NPO	Water and Sanitation Engineer	Establishment	
	+3	UNV	Water and Sanitation Technician	Establishment	
Subtotal	**+7**				
Subtotal	**+27**				

Abbreviations: NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

154. The approved staffing establishment of the Facilities and Engineering Management Section comprises 88 posts and 21 temporary positions. Services are provided to military, police and civilian personnel at approximately 45 sites across the Central African Republic, which comprise compounds in Bangui, office locations in the sectors, camps and company operating bases. The permanent operating bases support multiple camps for police and military contingents. The overall facilities operation is supported by in-house capacity, individual contractual personnel, military engineering units, and some commercially sourced services. In particular, the Section provides camp management services for janitorial needs, fumigation, pest control, outdoor maintenance, gardening and porterage at the eight highly populated compounds in Bangui and 11 office locations in the three Sectors, primarily with the support of individual contractual personnel. This operation requires supervision of the labourers in the camps to ensure regular delivery of the services being implemented.

155. With the planned new construction in Bangui, construction of a camp in Bangui, construction of perimeter walls and reinforced concrete barriers, and platforms for power stations, water stations, treatment stations, flooring and drainage channels in Bangui and the sectors, and the establishment of the new prefabricated camps in the sectors, and with the planning, installation, operation and maintenance of synchronized high-capacity generator stations in the compounds, the electrical and mechanical workload and maintenance have increased, as well as the need for field supervision of additional local individual contractual personnel. In addition, the planned installation, operation and maintenance of waste and water treatment plants, as well as regular plumbing works in the camps, require additional technicians and plumbers dedicated at each location.

156. In this context, it is proposed that of the 20 posts presented in table 32 above, 19 posts should be reassigned from the Conference and Translation Unit) and 1 post redeployed from the Mission Support Centre, to support the camp management operation and the sectors, as required. The additional support would also contribute to building the capacity of local staff members, to extend engineering support in remote areas through on-the-job training.

157. It is proposed that the seven posts presented in table 32 above be established to support the camp water and waste management operation.

Services Delivery Service

Table 33
Human resources: General Supply Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					**Transfer**
	-1	P-4	Chief of Unit	Redeployment	To Integrated Warehouse Unit
	-1	P-3	Supply Officer	Redeployment	
	-2	FS	Supply Officer	Redeployment	
	-1	NPO	Supply Officer	Redeployment	
	-5	NGS	Supply Assistant	Redeployment	
Subtotal	**-10**				
	-1	FS	Supply Officer	Reassignment	To Contract Management Section, as Rations Officer
Subtotal	**-11**				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer.

158. The proposed transfer of the General Supply Unit (10 approved posts) to the Integrated Warehouse Unit of the Supply Chain Management Service is set out in table 42 and described in paragraph 197.

159. The proposed reassignment of one post to the Contract Management Section of the Supply Chain Management Service is set out in table 41 and described in paragraphs 182 to 185 of the present report.

Services Delivery Service

Table 34
Human resources: Aviation Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+6	NGS	Air Operations Assistant (sector headquarters)	Establishment	
Subtotal	**+6**				

Abbreviations: NGS, national General Service.

160. The approved staffing establishment of the Aviation Unit comprises 31 posts. Given that MINUSCA flies to all sector headquarters at least three times per week, aviation officers are required at flight destinations to coordinate runway inspections prior to the arrival of aircraft, coordinate the airfield ground handling activities, perform administrative paperwork, runway inspections and aircraft refuelling, coordinate all aspects with the local authorities and comp'ete formal aviation flight documentation. Aviation officers will be essential for coordinating medical and casualty evacuation operations, in particular as the planned night evacuation capability develops. Without additional capacity, accurate arrival and departure times may not be captured, which could result in overpayment of carriers for the air transportation services that they provide to the Mission; runway inspections may not be performed regularly to avert any potential risks to flights in the sectors, as the national airport authority does not have staff present in those sectors; and overall safety of personnel could be compromised.

161. To enable the performance of these activities and the capacity-building of national staff, it is proposed that the six new posts presented in table 34 above be established, with two posts for each of the three sector headquarters in Bouar, Bria and Kaga Bandoro.

Services Delivery Service

Table 35
Human resources: Transport Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	FS	Transport Assistant	Redeployment	From support services — Entebbe MONUSCO logistics hub
	+2	FS	Transport Officer	Reassignment	Within Transport Unit
	-2	FS	Transport Assistant	Reassignment	Within Transport Unit
Subtotal	**+1**				

Abbreviations: FS, Field Service.

162. The approved staffing establishment of the Transport Unit comprises 64 posts (1 Chief (P-4), 12 Transport Officers (2 Field Service, 1 National Professional Officer and 9 United Nations Volunteer) and 51 Transport Assistants (9 Field Service, 29 national General Service and 13 United Nations Volunteer)). The

deployment of vehicles to the sector headquarters and the field offices (Bangui, Bouar, Kaga Bandoro, Bria, Bambari, Bangassou Paoua Bossangoa, Berbérati, Obo, Birao and Ndélé) will continue during the 2017/18 period. As the total is expected to reach 674 light passenger vehicles and 98 armoured, compared with 658 light passenger vehicles and 98 armoured for the 2016/17 period, this will result in a higher volume of usage and the need for field support. The field offices of the Transport Unit require a strong team of skilled and experienced personnel to provide strong leadership at the field level and support regional activities, and a sufficient number of national staff to maintain the fleet.

163. In this context, it is proposed that one post presented in table 35 above be redeployed from the staffing establishment for support services co-located in the MONUSCO logistics hub.

164. It is proposed that the two posts presented in table 35 above be reassigned within the Unit for performance of additional functions and provision of a higher level of technical advice, which is beyond the scope of the current approved function, as required of the Mission.

Services Delivery Service

Table 36
Human resources: Medical Services Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					**Establishments**
	+1	P-3	Medical Officer	Establishment	
	+2	UNV	Medical Officer	Establishment	
	+5	UNV	Nurse	Establishment	
Subtotal	**+8**				
	+1	FS	Medical Assistant	Conversion	
Position					
	-1	FS	Medical Assistant	Conversion	
Subtotal	**+8**				

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

165. The approved staffing establishment of the Medical Services Section comprises 29 posts and one temporary position (1 Chief Medical Officer (P-5), 17 Medical Officers (1 P-4, 4 P-3, 2 Field Service, 1 National Professional Officer and 9 United Nations Volunteer), 1 Pharmacist (P-3), 3 Nurses (Field Service), 1 Asset Manager (Field Service), 1 Electro-Medical Technician (United Nations Volunteer), 1 Hygiene Officer (UNV), 2 Administrative Assistants (1 Field Service and 1 national General Service), 2 Ambulance Drivers (national General Service) and 1 temporary position of Medical Assistant (Field Service)).

166. The Medical Services Section provides medical coverage to all personnel of the Mission through integrated services provided at a combination of United Nations-

owned and contingent-owned medical facilities. In line with the medical support plan of the Mission, the Section will maintain one United Nations-owned level I clinic in Bangui and five United Nations-owned emergency and first aid stations located in the field offices of Bambari, Bossangoa, Berbérati, Bangassou, and Ndélé, as approved in the budget for the 2016/17 period, three level II hospitals, one each located in Bangui (United Nations-owned hospital with the operational support of a contingent — Serbian), Kaga Bandoro (contingent-owned — Bangladeshi) and Bria (contingent-owned — Rwandan), and one level I+ clinic with hybrid surgical and aero-medical evacuation enhancement in Bouar (contingent-owned — Bangladeshi)). For the 2017/18 period, the Mission plans to establish and operate four additional United Nations-owned emergency and first aid stations, in Obo, Paoua, Bria and Kaga Bandoro, as well as one United Nations-owned level I clinic in Bouar. In addition to the sector headquarters in Bouar, the new United Nations-owned level I clinic will support all field offices within their respective sectors. This will enhance the adherence of medical response to emergency procedures, particularly for the implementation of casualty and medical evacuations under United Nations standards. Level III/IV services are provided outside the area of operations of the Mission, mainly in Kenya and Uganda.

167. The extended medical presence across the area of operations of the Mission will improve access to medical services and the ability of the Mission to recruit personnel and deploy them to those locations, and reduce the frequency of medical evacuations, particularly emergency evacuations entailing special flights. The emergency facilities will provide treatment for those in need of urgent medical care in the field, with the goal of satisfactorily treating present conditions, or arranging for the timely transfer of the patient to the next point of definitive care (Bangui or regional level II hospitals).

168. In light of the above, it is proposed that the eight new posts presented in table 36 above be established to oversee the day-to-day operation of the planned medical facilities, which will provide primary health care, occupational health services, emergency medical response services, and medical administrative support to all Mission personnel in those areas of operations.

169. It is proposed that one temporary position presented in table 36 be converted to a post, given the expansion of medical services in the area of operations of the Mission and the long-term status of the medical facilities.

Supply Chain Management Service

Table 37
Human resources: Immediate Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
					Transfer
					Property Control and Inventory Unit
	+1	P-4	Property Management Officer	Redeployment	From Property Control and Inventory Unit, Property Management Section
	+1	P-3	Fixed Asset Manager	Redeployment	
	+5	FS	Property Management Assistant	Redeployment	
	+1	NGS	Property Management Assistant	Redeployment	
Subtotal	**+8**				
	+1	UNV	Fixed Asset Assistant	Redeployment	From Property Management Section
	+2	NGS	Property Management Assistant	Conversion	
Positions					
	+2	NGS	Property Management Assistant	Redeployment	From Property Management Section
	-2	NGS	Property Management Assistant	Conversion	
Subtotal	**+11**				

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

170. In light of the impact of recent reforms, as described in paragraphs 145 and 146 of the present report, and to improve oversight as regards the various aspects of the life cycle of assets and equipment procured by the Mission, it is proposed that the Property Control and Inventory Unit (8 approved posts) and the functions responsible for the management of fixed assets, including with regard to compliance with the International Public Sector Accounting Standards, and the Property Survey Board (1 approved post and 2 temporary positions) presented in table 37 above be transferred from the Property Management Section of the Services Delivery Service. It is also proposed that the Property Control and Inventory Unit, with the functions transferred, be named the Property Management Unit, so as to better reflect its responsibilities, should the above staffing proposals be approved.

171. It is also proposed that the two temporary positions presented in table 37 above be converted to posts for continuation of provision of support for the verification inspections of United Nations-owned equipment, given that the management of fixed assets is of an ongoing nature and tied to the life of the Mission. The following information demonstrates the ongoing nature of the inspections based on the static volume of assets. The number of assets at the start of January 2017 was 26,788; however, it is expected that the total will reach 40,000 by the end of 2017/18, resulting in a ratio of 1 inspector to 5,000 assets.

Financial period	*Number of United Nations-owned equipment assets*	*Number of United Nations-owned equipment inspectors*	*Ratio of inspectors to United Nations-owned equipment assets*
2015/16	22 363	5	1:4 472
2016/17	40 000	8	1:5 000
2016/17, January 2017	26 788	8	1:3 349

Supply Chain Management Service

Table 38
Human resources: Procurement Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	FS	Procurement Officer	Reassignment	Within Procurement Section
	-1	FS	Procurement Assistant	Reassignment	Within Procurement Section
	+2	P-3	Procurement Officer	Redeployment	From Support services — Entebbe Regional Procurement Office
	+1	NPO	Procurement Officer	Conversion	
Position	+1	NPO	Procurement Officer	Redeployment	From Support services — Entebbe Regional Procurement Office
	-1	NPO	Procurement Officer	Conversion	
Subtotal	**+3**				

Abbreviations: FS, Field Service; NPO, National Professional Officer.

172. The approved staffing establishment of the Procurement Section comprises 16 posts (1 Chief Procurement Officer (P-4), 4 Procurement Officers (2 P-3, 1 P-2 and 1 National Professional Officer) and 11 Procurement Assistants (4 Field Service and 7 national General Service) and 6 temporary positions (3 Procurement Officers (P-3) and 3 Procurement Assistants (Field Service)). The Procurement Section will provide cost-effective, efficient, timely and accurate support to the Mission in accordance with the Financial Regulations and Rules of the United Nations and the Procurement Manual. This includes the optimization of the acquisition process through effective procurement planning, service delivery and communication with clients, as well as the provision of expert technical advice to senior management on matters including but not limited to regional and international procurement and supply chain management initiatives.

173. It is proposed that one post presented in table 38 above be reassigned within the Procurement Section to enable the performance of additional functions and provision of a higher level of technical advice, which is beyond the scope of the current approved function, as required of the Mission.

174. In the context of the challenges experienced by the Mission with regard to outsourcing operations to commercial vendors and the consequential shift to the use of primarily in-house capacity, individual contractual personnel and military engineering units, it is proposed that two posts and one temporary position

presented in table 38 above be redeployed from the staffing establishment for support services co-located in the Regional Procurement Office for support of increased local procurement activities managed by the Procurement Section in the Central African Republic.

175. In addition, it is proposed that one temporary position presented in table 38 above be converted to a post, given the ongoing nature of the procurement activities performed by the Section.

Supply Chain Management Service

Table 39
Human resources: Acquisition Planning Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	+1	FS	Acquisition Planning Assistant	Conversion	
Position	-1	FS	Acquisition Planning Assistant	Conversion	
Subtotal	–				

Abbreviations: FS, Field Service.

176. The approved staffing establishment of the Acquisition Planning Section comprises 17 posts and 1 temporary position. The Section develops, monitors and implements the acquisition plan of the Mission and implements the supply chain initiative, in order to optimize resources and eliminate the traditional self-accounting unit model. The reorganization of the Mission Support Division approved for the 2016/17 period, in line with the need to realign existing mission support structures in all peacekeeping missions, further established the Acquisition Planning Section as the centralized requisitioning entity which sets a single entry point for coordination between the Procurement Section and other stakeholders, including the Integrated Warehouse Unit and Services Delivery Section, in order to ensure proper tracking and efficient use of resources.

177. It is proposed that the one temporary position presented in table 39 above be converted to a post, given the long-term nature of the activities of the Section.

Supply Chain Management Service

Table 40

Human resources: Property Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					**Transfer**
Property Control and Inventory Unit					
	-1	P-4	Property Management Officer	Redeployment	To Immediate Office of Supply Chain Management, as Property Management Unit
	-1	P-3	Fixed Asset Manager	Redeployment	
	-5	FS	Property Management Assistant	Redeployment	
	-1	NGS	Property Management Assistant	Redeployment	
Subtotal	-8				
	-1	UNV	Fixed Asset Assistant	Redeployment	To Immediate Office of the Supply Chain Management, as Property Management Unit
Contingent-Owned Equipment Inspection Unit					**Transfer**
	-1	P-3	Property Management Officer	Redeployment	To Mission Support Centre
	-2	UNV	Property Management Assistant	Redeployment	
Subtotal	-3				
Receiving and Inspection Unit					**Transfer**
	-4	FS	Property Management Assistant	Redeployment	To Integrated Warehouse Unit, as Receiving and Inspection Assistant
	-1	NGS	Property Management Assistant	Redeployment	
Subtotal	-5				
Property Disposal Unit					**Transfer**
	-3	FS	Property Management Assistant	Redeployment	To Integrated Warehouse Unit
Subtotal	-3				

	Change	*Level*	*Functional title*	*Post action*	*Description*
	-1	P-5	Chief of Section	Redeployment	To Integrated Warehouse Unit
	-1	P-4	Property Management Officer	Redeployment	
	-1	FS	Property Management Assistant	Redeployment	
	-3	NGS	Property Management Assistant	Redeployment	
	-1	UNV	Property Management Assistant	Redeployment	
Subtotal	**-7**				
Positions					**Transfer**
Contingent-Owned Equipment Inspection Unit					
	-1	P-4	Chief of Section, Property Management	Redeployment	To Mission Support Centre as Contingent-Owned Equipment Inspection Unit Chief
	-7	FS	Property Management Assistant	Redeployment	To Mission Support Centre as Contingent-Owned Equipment Assistant
Subtotal	**-8**				
	-2	NGS TA	Property Management Assistant	Redeployment	To Immediate Office of the Supply Chain Management Service, as Property Management Assistant
Subtotal	**-2**				
Subtotal	**-37**				

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

178. In light of the impact of recent reforms, as described in paragraphs 145 and 146 of the present report, the Property Management Section (27 posts and 10 temporary positions) will be dissolved and its units and functions realigned across the Mission Support Division in support of those reforms. The improvement in oversight of the various aspects of the life cycle of assets and equipment procured by the Mission, as sought through the amalgamation approved for the 2016/17 period, would be strengthened by placement of the functions responsible for the management of fixed assets, including with regard to compliance with the International Public Sector Accounting Standards, and the Property Survey Board, under the direct supervision of the Chief of Supply Chain Management.

179. The proposed transfer of the Property Control and Inventory Unit (8 approved posts) and the functions responsible for the management of fixed assets and the Property Survey Board (1 approved post and 2 temporary positions) to the Immediate Office of the Chief of Supply Chain Management is set out in table 37 and paragraph 170 of the present report.

180. The proposed transfer of the Contingent-Owned Equipment Inspection Unit (3 approved posts and 8 temporary positions) to the Mission Support Centre is set out in table 31 and described in paragraphs 145 to 147 of the present report.

181. The proposed transfer of the Receiving and Inspection Unit (5 approved posts) and the Property Disposal Unit (3 approved posts) and the proposed redeployment of the remaining seven posts to the Integrated Warehouse Unit are set out in table 42 and described in paragraphs 191, 192 and 195 of the present report.

Supply Chain Management Service

Table 41
Human resources: Contract Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	FS	Fuel Assistant	Establishment	
Subtotal	**+1**				
	+5	UNV	Fuel Officer	Reassignment	From Mission Support Centre
	+2	UNV	Rations Officer	Reassignment	
	+1	FS	Rations Officer	Reassignment	From General Supply Unit
	+1	NGS	Administrative Assistant	Reassignment	From Movement Control Unit
Subtotal	**+9**				
	-1	NPO	Rations Assistant	Reassignment	To Movement Control Unit, as Movement Control Assistant
	-1	NPO	Fuel Associate Officer	Reassignment	
Subtotal	**-2**				
	+2	FS	Fuel Assistant	Reassignment	Within Contract Management Section
	-2	FS	Rations Assistant	Reassignment	Within Contract Management Section
	+1	P-4	Contract Management Officer	Reclassification	
	-1	P-3	Contract Management Officer	Reclassification	
	+1	FS	Contract Management Assistant	Conversion	
Positions	-1	FS	Contract Management Assistant	Conversion	
Subtotal	**+8**				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

182. The approved staffing establishment of the Contract Management Section comprises 40 posts and one temporary position distributed across the Fuel Unit, the Rations Unit, the Special Contracts and Projects Unit and the Contract Compliance and Performance Monitoring Unit. The Section is the primary point of contact between MINUSCA and suppliers with regard to issues of contract performance and delivery. The Section supports the mandate of the Mission through the administration of contracts, ensuring that contracts are issued in compliance with organizational policies, performance monitoring, developing and monitoring fraud

protection programmes and assisting in the development of risk management strategies. Contract management is a core function of the supply chain and is required throughout the life cycle of assets, from sourcing (contracting) through development to implementation and consumption.

183. As part of the process of implementing the supply chain management reform, the Fuel Unit and the Rations Unit were transferred from the General Supply Unit to the Contract Management Section, as approved in the budget for the 2016/17 period, to amalgamate the management of all contracts under one section, with the aim of streamlining functions and improving quality control and assurance, invoice processing and timely payment for services rendered. The Rations Unit manages a turnkey rations operation supporting approximately 12,000 uniformed and civilian personnel throughout the country and ensures that the rations supplied by the contractor meet the United Nations rations standard and are safe for consumption. The Unit manages the distribution of approximately 700 tons of food rations per month to 75 kitchen sites under a $31 million annual turnkey commercial contract. On average, a team of three personnel verify approximately 1,200 pages of food and water orders against 1,200 pages of delivery notes every month to ascertain whether ordered items were actually delivered or substituted in order to certify accurate payments and apply financial penalties when acceptable performance levels are not met. In addition, invoices must be paid within 30 days to take advantage of payment discounts, for which the Unit is allocated only 9 days. Currently, two United Nations Volunteer positions within the Mission Support Centre are on loan to the Rations Unit, with the incumbents performing the functions of Rations Officers as a temporary measure to support the inspection of the quality of the food supplied by the contractor and the verification of the invoices and their supporting documents so as to protect the troops from food poisoning and to maintain the required level of nutrition in accordance with the United Nations rations standard. Similarly, two approved posts of Fuel and Rations Officers (National Professional Officer) are currently on loan to the Movement Control Unit, with the incumbents performing the functions of Movement Control Officers. The category of posts was temporarily exchanged to ensure that the required expertise would be available.

184. The Fuel Unit formulates the budget and monitors expenditure of petrol oil and lubricants; verifies that all fuel receipts reconcile with the fuel records of the vehicles; processes invoices and takes advantage of payment discounts, and plans and monitors the fuel distribution in order to ensure that adequate stocks are available at all sites; monitors the fuel consumption of the fleet of vehicles and generators for any abnormalities and performs analyses, instigating fuel fraud investigation where required; conducts inspections of expenditure records of military and police units as well as civilian dispensing points; inspects all fuel dispensing points to ensure that they are operated safely; inspects the quality of fuel products supplied by the contractor to ensure their compliance with the contract and international best practices; monitors the contractual compliance of the fuel contractor; and conducts technical performance review meetings with the fuel contractor. Currently, the Fuel Unit is managing the distribution of fuel to 14 fuel distribution points, which dispense more than 21.7 million litres per year to a combined United Nations- and contingent-owned fleet of 14 aircraft, 3,500 vehicles and 690 generators, and in this regard requires additional staffing capacity to sustain the volume of activity.

185. In light of the above, it is proposed that the one new post presented in table 41 above be established, that nine posts be reassigned from the Mission Support Centre (8 posts) and the General Supply Unit (1 post) and that two posts presented in table 41 above be reassigned to the Movement Control Unit.

186. At the time of the start-up phase of the Mission, it had been envisaged that the management and oversight of special contracts and projects performed by the Special Contracts and Projects Unit would diminish in number and scope as the Mission matured and completed its initial establishment. However, owing to the lack of domestic commercial vendors and costly international commercial contractors mainly for construction projects relating to construction of medium-sized camps, and training centres; for disarmament, demobilization and reintegration and community violence reduction activities, including food distribution to ex-combatants; for the procurement and distribution of local artisanal products and food and non-food items; and for security sector reform projects, MINUSCA increasingly relies on special contracts, memorandums of understanding, and financial agreements with the United Nations Office for Project Services in respect of their implementation. These arrangements encompass approximately eight contracts of $27 million in value. Consequently, the workload with regard to managing the increased volume in special contracts is ongoing.

187. In this context, it is proposed that one temporary position presented in table 41 above be converted to a post, given the long-term nature of the activities.

188. The Contract Compliance and Performance Monitoring Unit, currently supervised by a Contract Management Officer (P-3), monitors the performance of all contractors employed by MINUSCA and ensures compliance of both parties with the legal contractual terms, coordinates meetings for the evaluation of their performance and implements agreed follow-up actions, monitors and writes progress reports on remedial actions, monitors processing of contractor invoices to ensure timely payment and receipt of discounts, monitors cost recoveries from the contractors, monitors the not-to-exceed expenditure of each contract and alerts responsible fund centre managers regarding appropriate action, monitors contract expiry dates and alerts responsible fund centre managers regarding initiation of procedures for contract extension or re-solicitation. The Section initially managed contracts with a not-to-exceed level of $5 million for fuel, rations and camp construction, in addition to carrying out its advisory and arbitration activities with regard to memorandums of understanding and other contractual arrangements, which amounted to $143 million. During the 2016/17 period, the Section inherited the management of all complex contracts that have considerable financial risk regardless of their not-to-exceed level, which amount to approximately $470 million, inclusive of all contractual financial periods, as applicable. Given the increase in the number of contracts and the overall approximate value of the full contractual portfolio engaged by the Mission, and the potential risks associated with those contracts, the above-mentioned tasks require very close supervision at the requisite level of experience.

189. In light of the above, it is proposed that two posts presented in table 41 above be reassigned within the Section to enable performance of additional functions and provision of a higher level of technical advice, which is beyond the scope of the current approved function, as required of the Mission; and that one post presented in

table 41 above be reclassified, as the scope of the duties and responsibilities of the approved function has changed.

Supply Chain Management Service

Table 42
Human resources: Integrated Warehouse Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	NGS	Property Control and Inventory Assistant	Reassignment	From Conference and Translation Unit, Office of the Deputy Director of Mission Support
	+8	NGS	Property Control and Inventory Assistant	Reassignment	From support services — Entebbe MONUSCO logistics hub
Subtotal	**+9**				
	+6	FS	Property Control and Inventory Assistant	Conversion	
Receiving and Inspection Unit					**Transfer**
	+4	FS	Receiving and Inspection Assistant	Redeployment	From Property Management Section
	+1	NGS	Receiving and Inspection Assistant	Redeployment	
Subtotal	**+5**				
Property Disposal Unit					**Transfer**
	+3	FS	Property Management Assistant	Redeployment	From Property Management Section
Subtotal	**+3**				
	+1	FS	Receiving and Inspection Assistant	Redeployment	From support services — Entebbe MONUSCO logistics hub
	+1	FS	Chief Property Disposal	Reassignment	From Movement Control Unit (Douala Office)
					Transfer
	+1	P-5	Chief of Section	Redeployment	From Property Management Section
	+1	P-4	Property Management Officer	Redeployment	
	+1	FS	Property Management Assistant	Redeployment	
	+3	NGS	Property Management Assistant	Redeployment	
	+1	UNV	Property Management Assistant	Redeployment	
Subtotal	**+7**				

	Change	*Level*	*Functional title*	*Post action*	*Description*
General Supply Unit					**Transfer**
	+1	P-4	Chief of Unit, Supply	Redeployment	From General Supply Unit, Services Delivery Service
	+1	P-3	Supply Officer	Redeployment	
	+2	FS	Supply Officer	Redeployment	
	+1	NPO	Supply Officer	Redeployment	
	+5	NGS	Supply Assistant	Redeployment	
Subtotal	**+10**				
	+2	FS	Supply Assistant	Reassignment	From Mission Support Centre, Office of the Deputy Director of Mission Support
Positions	-6	FS	Property Control and Inventory Assistant	Conversion	
Subtotal	**+38**				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

190. The approved staffing establishment of the Integrated Warehouse Unit comprises 21 posts (1 Chief of Central Warehousing (P-4), supported by 1 Warehouse Manager (P-3), 2 Warehouse Officers (1 P-3 and 1 Field Service), 15 Warehouse Assistants (9 Field Service and 6 national General Service) and 2 Administrative Assistants (1 Field Service and 1 national General Service) and six temporary positions (Warehouse Assistant (Field Service)).

191. The Mission will reorganize its integrated warehouse operation, which is currently performed from a single site, to provide responsive and expedited services from facilities located at three sites in Bangui. Warehousing efficiency, achieved, inter alia, through space optimization and maintaining appropriate levels of site security, is expected to improve with the storage of commodities and assets based on their nature or purpose. In addition, three smaller integrated warehouse facilities will be established at the sector headquarters of Bouar, Kaga Bandoro and Bria to provide improved service to its field offices throughout the area of operations. In addition, a client interface function referred to as a "one-stop-shop", under the direction of the Chief, will be established to significantly improve the distribution of goods to all clients. The Unit will be responsible for the receipt, warehousing and distribution of assets, supplies and equipment and other materials required by the Mission, as well as for ensuring full compliance of all activities with the provisions of the International Public Sector Accounting Standards and the requirements for Umoja and the established key performance indicators of the United Nations in respect of the handling and management of inventories and plant, property and equipment. To improve the operation, the Mission will centralize the tasks associated with assets receipt, storage and distribution and related tasks entailing logistics preparation and updating of assets records under the responsibility of the Integrated Warehouse Unit, as consistent with the global field support strategy and the reform of property management.

192. Individual contractual personnel have been utilized to meet surge requirements and to ensure adequate capacity for regular functions of the warehouse operation; however, given their temporary status and the scope of the skill set, both the functions performed and continuity are limited. These personnel are therefore not a substitute for the staffing establishment of the Mission.

193. In this context, it is proposed that nine posts presented in table 42 above be reassigned: from the Conference and Translation Unit of the Office of the Deputy Director of Mission Support (1 post) and from the staffing establishment for support services co-located in the MONUSCO logistics hub (8 posts), to support the reorganization of the warehouse operation to specific-purpose sites and to reduce the current reliance on individual contractual personnel, given the long-term nature of the operations. Of the nine posts, two posts would support the engineering commodity manager, two posts would support the supply commodity manager, two posts would support material handling and three posts would be located in each of the sector headquarters in Bouar, Kaga Bandoro and Bria, to support the integrated warehouse commodity manager in managing all inventory held in the respective regional integrated warehouse facilities.

194. It is proposed that the six temporary positions presented in table 42 above be converted to posts, given the challenges experienced by the Mission with regard to outsourcing services and the continuing nature of the warehousing operations.

195. In addition, it is proposed that the Receiving and Inspection Unit (five approved posts) and the Property Disposal Unit (three approved posts), presented in table 42 above, be transferred from the Property Management Section. In addition to the transfer, it is proposed that one post presented in table 42 above be redeployed from the staffing establishment for support services co-located in the MONUSCO logistics hub and one post presented in table 42 above be reassigned from the Movement Control Unit of the Supply Chain Management Service, to support the additional workload with regard to receiving, inspection and disposal of property throughout the area of operations and the extended accountability resulting from the expansion to more field locations.

196. Consequently, it is proposed that the remaining seven posts presented in table 42 above be redeployed from the Property Management Section of the Supply Chain Management Service for performance of the same oversight function for the expanded warehouse operations and property management functions.

197. Given that both the Integrated Warehouse Unit and the General Supply Unit work with consumable supplies, and on the storage, distribution and maintenance of assets records, it is proposed that the General Supply Unit (10 approved posts) presented in table 42 above be transferred from the Supply Chain Management Service, which would lead to improved coordination of supplies and improved accuracy in the maintaining of asset records, and to the achievement of synergies, as recommended by the civilian staffing review. However, as both Units have experienced challenges in handling the high volume of supplies, owing to the extended deployment to the field locations, two Field Service posts are currently on loan to the Units. In this context, for the continued effective and efficient operation of the Units, it is proposed that two posts presented in table 42 above be reassigned from the Mission Support Centre.

198. It is proposed that, should the above staffing proposals be approved, the Integrated Warehouse Unit be renamed a section in accordance with the naming convention of the Organization.

Supply Chain Management Service

Table 43
Human resources: Movement Control Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-4	Chief of Unit, Movement Control	Establishment	
	+1	FS	Movement Control Assistant	Redeployment	From support services — Entebbe MONUSCO logistics hub
					Reassignments
	+2	NPO	Movement Control Assistant	Reassignment	From Contract Management Section
	-1	NGS	Movement Control Assistant	Reassignment	To Contract Management Section, as Administrative Assistant
	-1	FS	Movement Control Assistant	Reassignment	To Integrated Warehouse Unit as Chief Property Disposal
	-2	UNV	Movement Control Assistant	Reassignment	To United Nations Volunteers Support Office, as Support Officer
	+1	FS	Movement Control Officer	Reassignment	
	-1	FS	Movement Control Officer	Reassignment	
Subtotal	–				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

199. The approved staffing establishment of the Movement Control Unit comprises 95 posts in the Field Service, National Professional Officer, national General Service and United Nations Volunteer categories, supervised by one Officer at the P-3 level. Following the broader restructuring of the support component, approved in the budget for the 2016/17 period, involving a focus on end-to-end integrated supply chain management and service delivery across the Mission, the Integrated Movement, Aviation and Transport Section was dissolved, with the Movement Control Unit reporting directly to the Chief of the Supply Chain Management Service as a stand-alone unit. However, the Chief of the former Integrated Movement, Aviation and Transport Section was redeployed to oversee the Contract Management Section. In addition, the expansion of heavy transport operations and the consolidation of the Joint Movement Coordination Centre and the Douala Office into the Unit resulted in an additional workforce of 57 posts and the management of 84 individual contractual personnel.

200. In this context and as presented in table 43 above, it is proposed that one new post be established and that one post be redeployed from the staffing establishment for support services co-located in the MONUSCO logistics hub for supervision of the personnel of the Unit and to ensure that responsibilities are fulfilled.

201. The Unit will continue to be responsible for the execution of deployments, rotations and repatriations of contingents, contingent-owned and United Nations-owned equipment, customs clearing and freight forwarding of personal effects, the booking and check-in of passengers travelling by United Nations aircraft, management of the movement of civilian and contingent personnel within the mission area, passenger (including VIP) and cargo handling, and transit warehousing operations at the airport and the logistics base for uniformed and civilian personnel. In addition, the Unit will continue to administer and direct heavy transport, which includes the distribution of resupplies and contingent-owned equipment across the area of operations of the Mission, and long-haul operations across the border into Douala, Cameroon, the seaport of entry for MINUSCA.

202. M'Poko airport in Bangui, which is the only international airport in the country, registers the heaviest volume of both passengers and cargo movements in the Mission, inclusive of high representatives of troop- and police-contributing countries, diplomatic representations and international organizations, as well as special flights related to the aforementioned or other purposes, which require special handling, care and sensitivity by a team trained in protocol procedures. In addition, VIPs use a different air terminal and thus require a dedicated team to process their movements. The operations of the Mission at the seaport of entry for MINUSCA (in Douala, Cameroon, as noted above) require an immediate in-depth knowledge of the main dimensions in relation to the arrival of shipments, the layout and operations of the Douala seaport, and the various sea operators and representatives active there and contracted by the organization in relation to shipments, as well as knowledge of airport operations combined with a specific level of management and representation skills, as government clearance operations and approval take place in Yaoundé, the capital of Cameroon. The Douala office, 1,000 kilometres from Mission headquarters in Bangui, requires professional-level staff to oversee activities in Douala; however, the currently established approved post in the Field Service category is not at the level required to fulfil the responsibilities of the operation. As a temporary measure, the Movement Control Unit was loaned two posts in the National Professional Officer category from the Contract Management Section and, in exchange, loaned one post in the national General Service category to the Contract Management Section.

203. In this context, it is proposed, as presented in table 43 above, that two posts be reassigned from the Contract Management Section and that one post be reassigned to the Contract Management Section to continue to meet its long-term operational requirements. As part of the realignment of categories of human resources, as commensurate with the experience required for movement control and warehousing operations and the volume of support services demanded by the United Nations Volunteers programme, it is proposed that one post presented in table 43 be reassigned to the Integrated Warehouse Unit and that two posts presented in table 43 be reassigned to the United Nations Volunteers Support Office.

204. It is proposed that five posts presented in table 43 above be reassigned within the Section to perform functions at a level below the scope of the current approved functions as required of the Mission.

Geospatial, Information and Telecommunications Technologies Section

Table 44
Human resources: Geospatial, Information and Telecommunications Technologies Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					**Establishments**
	+1	P-3	Information Systems Officer	Establishment	
	+2	FS	Information Systems Assistants	Establishment	
	+1	UNV	Information Systems Assistant	Establishment	
Subtotal	**+4**				
	+1	P-4	Chief of Unit, Information Systems and Telecommunications	Reassignment	From HIV/AIDS Unit, executive direction and management
	+1	UNV	Information Systems Assistant	Reassignment	From HIV/AIDS Unit, executive direction and management
Subtotal	**+2**				
	+1	FS	Information and Technology Assistant — cybersecurity	Establishment	
	+3	FS	Sector Coordinator	Reassignment	Within Geospatial, Information and Telecommunications Technologies Section
	-3	FS	Information and Technology/ Telecommunication Officers	Reassignment	Within Geospatial, Information and Telecommunications Technologies Section
Net change	**+7**		(see table 21)		

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

205. The approved staffing establishment of the Geospatial, Information and Telecommunications Technologies Section comprises 73 posts (1 Chief of Section (P-5), 7 Information Technology/Telecommunications Officer (2 P-4, 2 P-3 and 3 Field Service), 2 Geospatial Information Officer (1 P-2 and 1 National Professional Officer), 40 Information Technology/Telecommunications Assistant (Field Service) and 23 Information Technology/Telecommunications Technician (national General Service)).

206. The Information and Communications Technology Division of the Department of Field Support is faced with significant challenges with respect to providing robust and quality information and communications technology services in remote and insecure environments, and to facilitating day-to-day operations as well as ensuring that emergency communications and systems to facilitate command and control are in place and that force protection and innovative technologies are implemented to support operations and the implementation of peacekeeping mandates.

207. Consistent with the expanded mandate of MINUSCA to ensure the protection of civilians and reduce the threat posed by armed groups, the level of technical support required is expected to increase significantly in the 2017/18 period. Headquarters has been exploring available technology solutions that are flexible and

can be redeployed in different areas within the area of operations of MINUSCA at short notice and how those solutions can contribute to the gathering of better information and protection of military convoys and police patrols, in particular when combined with new tactics and enhanced planning capacities. The use of security technology, which was limited to Bangui, and achieved through a letter of assist to the Government of Israel, will be implemented and expanded, both geographically and in terms of additional technical capabilities, based on its effectiveness, as demonstrated through the pilot project. MINUSCA aims to improve its situational awareness and analytical abilities so as to increase its understanding of local and regional context and trends and to allow the Mission to better allocate resources and evaluate its impact.

208. The civilian staffing review, which was performed pursuant to the renewal and expansion of the mandate, highlighted the need for optimizing the structure, strength and capacity of the Mission, and establishing a framework within the Geospatial, Information and Telecommunications Technologies Section for focusing specifically on technological aspects and technical support for new and innovative solutions in the Mission. A newly established unit would aim at bridging the gap between the various elements that require, own and task technology solutions in the Mission. This unit would complement the collective approach to information management enabled by the proposed joint oversight of the Joint Operations Centre, the Joint Mission Analysis Centre and the field offices under the Office of the Chief of Staff. It would fully develop technological concepts and manage the deployment as well as the operations of all emergent (non-traditional) and highly complex information and communications technologies, such as situation awareness and alert systems, cybersecurity and geospatial analysis. This approach will facilitate an overview of the common operating picture of the Mission by integrating various inputs into a single scheme, in order to bring coherence to the organization and presentation of incidents, force tracking and sensor visualization and improve information flow, and support the strategic use and further implementation of enabling technologies upon which stakeholders have relied up to this stage. It will also ensure the ability of different systems in the Mission to work with its other technology solutions aimed at improving situational awareness, the anticipation of security threats and the conduct of military operations, which is imperative with the arrival of an unmanned aerial system from a troop-contributing country under a letter of assist. The system includes a medium-range aircraft capable of covering an area with a radius of up to 80 kilometres, and an area extended to 200 kilometres with the second ground control station, which will allow MINUSCA to maximize its intelligence, surveillance and reconnaissance capabilities, as it will provide a tactical system capable of covering an entire area of operations. The activities regarding enhanced situational awareness and threat detection, in particular in remote areas, as well as the deployment of new technologies, require adequate infrastructure, improved information technology architecture and associated technical personnel capacities.

209. In light of the above, it is proposed that the four new posts presented in table 44 above be established and two posts be reassigned from the HIV/AIDS Unit of the executive direction and management of the Mission to form a Technology Enabling Unit.

210. In addition, it is proposed that one new post presented in table 44 above be established to mitigate cybersecurity threats and to ensure that the Mission is prepared for disaster recovery and business continuity.

211. During the current period, the Section has been focusing on the deployment of staff and equipment in order to provide basic information and communications technology facilities and support to the field offices (sector headquarters, integrated field offices, sub-offices and team sites). With the expansion of these locations, which will ultimately host 60 per cent of the civilian staffing establishment of the Mission, professional leadership is essential for coordinating the timely installation and functioning of basic infrastructure, and support. With the inherent logistical and technical challenges faced in the field, handling problems and making decisions require professional judgment.

212. In this context, it is proposed that three posts presented in table 44 above be reassigned within the Section to perform functions at a higher level, which is beyond the scope of the current approved functions, as required of the Mission.

Support Services — Entebbe

Table 45
Human resources: MONUSCO logistics hub and Regional Procurement Office

Change	*Level*	*Functional title*	*Post action*	*Description*
Posts				
MONUSCO logistics hub				
-1	FS	Movement Control Assistant	Redeployment	To Movement Control Unit
-1	FS	Transport Assistant	Redeployment	To Transport Unit, as Transport Assistant
-1	FS	Receiving and Inspection Assistant	Redeployment	To Integrated Warehouse Unit
Subtotal -3				
				Reassignments
-1	FS	Logistics Assistant	Reassignment	To Office of the Special Representative of the Secretary-General, as Administrative Assistant
Subtotal -1				
-3	NGS	Movement Control Assistant	Reassignment	To Integrated Warehouse Unit, as Property Control and Inventory Assistant
-1	NGS	Public Communication Information Assistant	Reassignment	
-2	NGS	Security Assistant	Reassignment	
-1	NGS	Driver/Mechanic	Reassignment	
-1	NGS	Engineering Assistant	Reassignment	
Subtotal -8				

	Change	*Level*	*Functional title*	*Post action*	*Description*
Regional Procurement Office					
Posts					
	-2	P-3	Procurement Officer	Redeployment	To Procurement Section, Supply Chain Management Service
Subtotal	**-2**				
Position					
	-1	NPO	Procurement Officer	Redeployment	To Procurement Section, Supply Chain Management Service
Subtotal	**-1**				
Net change	**-15**		(see table 21)		

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer.

213. The approved staffing establishment of the support services co-located in the MONUSCO logistics hub and the Regional Procurement Office, in Entebbe, comprise 18 posts and 1 temporary position (MONUSCO logistics hub: 4 Movement Control Assistants (1 Field Service and 3 national General Service), 1 Receiving and Inspection Assistant (Field Service), 2 Logistics Assistants (1 Field Service and 1 national General Service), 1 Transport Assistant (Field Service), 1 Civil Engineer (Field Service), 1 Information Technology Assistant (Field Service), 1 Supply Assistant (national General Service), 1 Public Communication Information Assistant (national General Service), 2 Security Assistants (national General Service), 1 Driver/Mechanic (national General Service) and 1 Engineering Assistant (national General Service); Regional Procurement Office: 2 Procurement Officers (P-3) and 1 temporary position of Procurement Officer (National Professional Officer)).

214. The support capacity co-located with the MONUSCO logistics hub and the Regional Procurement Office, in Entebbe, was approved to ensure that sufficient logistical and procurement capacity was available, where required, to fully support the operations of MINUSCA, particularly during the start-up phase of the Mission. Given that the United Nations flight to Entebbe was discontinued in the 2015/16 period and all movement control functions will be performed from the Central African Republic, the functions are no longer being performed from the logistics hub. With regard to Mission support overall, the shift to an in-house approach combined with the use of individual contractual personnel and local materials when feasible, and the reduced engagement of commercial vendors, have resulted in an increase of local procurement activities. To support the Mission and its implementation of the priorities of the expanded mandate, the Mission would redeploy and reassign its resources to its area of operations. The Mission communicated to MONUSCO that it would continue to maintain a small team (2 Field Service and 2 national General Service) at the logistics hub, reporting to the Office of the Deputy Director of Mission Support. The Regional Procurement Office and MINUSCA agreed that, for the 2017/18 period, the procurement team would most effectively support the procurement operations from its area of operations,

while continuing to report to the Chief of Supply Chain Management of the Mission.

215. In light of the above, it is proposed that three posts be redeployed and that nine posts be reassigned, as presented in table 45 above, to support the additional requirements identified through the civilian staffing review in various offices of the Mission.

216. In addition, it is proposed that two posts and the one temporary position presented in table 45 above be redeployed to the Procurement Section of the Supply Chain Management Service.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	Expenditures[a] (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	8 330.6	8 627.4	8 463.2	(164.2)	(1.9)
Military contingents	328 354.4	336 326.8	356 184.4	19 857.6	5.9
United Nations police	17 301.5	18 392.2	17 815.9	(576.3)	(3.1)
Formed police units	46 746.8	55 650.5	54 543.1	(1 107.4)	(2.0)
Subtotal	**400 733.3**	**418 996.9**	**437 006.6**	**18 009.7**	**4.3**
Civilian personnel					
International staff	123 599.4	129 805.5	128 831.6	(973.9)	(0.8)
National staff	9 422.3	11 839.3	12 362.6	523.3	4.4
United Nations Volunteers	10 817.7	12 421.3	11 362.2	(1 059.1)	(8.5)
General temporary assistance	11 085.2	8 785.6	6 590.8	(2 194.8)	(25.0)
Government-provided personnel	1 549.6	1 897.7	5 123.9	3 226.2	170.0
Subtotal	**156 474.2**	**164 749.4**	**164 271.1**	**(478.3)**	**(0.3)**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	1 130.9	1 051.4	1 685.3	633.9	60.3
Official travel	7 156.8	4 459.3	5 416.0	956.7	21.5
Facilities and infrastructure	83 260.2	119 399.3	79 413.9	(39 985.4)	(33.5)
Ground transportation	29 481.7	19 091.2	20 551.0	1 459.8	7.6
Air operations	55 503.3	83 760.9	95 660.9	11 900.0	14.2
Naval transportation	3 208.1	90.0	2 500.0	2 410.0	2 677.8
Communications	17 050.1	26 477.1	28 583.5	2 106.4	8.0
Information technology	15 239.4	25 968.5	21 061.7	(4 906.8)	(18.9)
Medical	3 403.7	8 669.6	4 670.1	(3 999.5)	(46.1)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	50 420.5	45 014.3	57 760.4	12 746.1	28.3
Quick-impact projects	2 968.8	3 000.0	3 000.0	–	–
Subtotal	**268 823.5**	**336 981.6**	**320 302.8**	**(16 678.8)**	**(4.9)**
Gross requirements	**826 031.0**	**920 727.9**	**921 580.5**	**852.6**	**0.1**
Staff assessment income	10 634.0	11 551.7	12 235.7	684.0	5.9
Net requirements	**815 397.0**	**909 176.2**	**909 344.8**	**168.6**	**(0.0)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**826 031.0**	**920 727.9**	**921 580.5**	**852.6**	**0.1**

[a] Includes expenditures for 44 posts (1 P-4, 1 P-3, 1 P-2, 2 FS, 4 National Professional Officer and 35 national General Service) and operational costs in respect of the Regional Service Centre in Entebbe, Uganda, which were included in the approved budget for the 2015/16 period.

B. Non-budgeted contributions

217. The estimated value of non-budgeted contributions for the period from 1 July 2017 to 30 June 2018 is as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Status-of-mission agreement[a]	58 825.4
Voluntary contributions in kind (non-budgeted)	–
Total	**58 825.4**

[a] Represents buildings, land and services provided by the Government of the Central African Republic.

C. Efficiency gains

218. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Other supplies, services and equipment	120.0	The conduct of retreats annually and in Bangui, utilizing the conference rooms within the premises of the Mission and videoconferencing facilities for staff in the sectors, instead of in distant locations such as Entebbe, is estimated to reduce conference and travel costs.
Total	**120.0**	

D. Vacancy factors

219. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2015/16*[a]	*Budgeted 2016/17*	*Projected 2017/18*
Military and police personnel			
Military observers	39.2	5.0	5.0
Military contingents	4.1	5.0	5.0
United Nations police	13.0	10.0	10.0
Formed police units	5.2	5.0	5.0

Category	*Actual 2015/16*[a]	*Budgeted 2016/17*	*Projected 2017/18*
Civilian personnel			
International staff	24.8	25.0	25.0
National staff			
National Professional Officers	54.1	50.0	40.0
National General Service staff	48.8	40.0	40.0
United Nations Volunteers (international)	(3.8)	5.0	20.0
United Nations Volunteers (national)	–	40.0	5.0
Temporary positions[b]			
International staff	(12.5)	25.0	25.0
National Professional Officers	50.0	50.0	0.0
National General Service staff	–	40.0	0.0
Government-provided personnel	10.0	10.0	10.0

[a] Based on actual monthly deployment and incumbency of the planned phased period and the planned monthly strength.

[b] Funded under general temporary assistance.

220. The proposed vacancy factors take into account the experience of the Mission to date and mission-specific circumstances in relation to the deployment of uniformed personnel and the recruitment of civilian staff. For military and police personnel, the variables considered for the proposed vacancy factors include the current fiscal year-to-date average vacancy rates, historical deployment patterns and the planned deployment based on commitments made by contributing countries. For civilian personnel, the proposed vacancy factors reflect current fiscal year-to-date average vacancy rates, historical incumbency patterns, current recruitment activities and proposed changes in the composition of staff.

E. Contingent-owned equipment: major equipment and self-sustainment

221. Requirements for the period from 1 July 2017 to 30 June 2018 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of $128,917,400 as follows:

(Thousands of United States dollars)

	Estimated amount		
Category	*Military contingents*	*Formed police units*	*Total*
Major equipment	62 471.0	10 924.8	73 395.8
Self-sustainment	48 653.1	6 868.5	55 521.6
Total	**111 124.1**	**17 793.3**	**128 917.4**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	2.1	1 October 2016	–
Intensified operational condition factor	3.8	8 October 2016	–
Hostile action/forced abandonment factor	4.1	1 October 2016	–
B. Applicable to home country			
Incremental transportation factor	0.25-5.0		

F. Training

222. The estimated resource requirements for training for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	479.6
Official travel	
Official travel, training	2 100.0
Other supplies, services and equipment	
Training fees, supplies and services	832 .4
Total	**3 412.0**

223. The number of participants planned for the period from 1 July 2017 to 30 June 2018, compared with previous periods, is as follows:

	International staff			*National staff*			*Military and police personnel*		
	Actual 2015/16	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*
Internal	158	1 256	2 762	132	1 614	2 398	2	544	16 934
External[a]	178	167	211	3	44	37	20	22	36
Total	**336**	**1 423**	**2 973**	**135**	**1 658**	**2 435**	**22**	**566**	**16 970**

[a] Includes United Nations Logistics Base at Brindisi, Italy, and outside the Mission area.

224. During the 2017/18 period, MINUSCA will dedicate additional internal training courses for all personnel, particularly military and police personnel, regarding conduct and discipline, with an emphasis on sexual exploitation and abuse and human rights. The increased number of planned military and police participants takes into consideration two groups, owing to rotations, which will require training,

and police participants for whom additional specialized train-the-trainer courses are planned, to be conducted by the incumbents of proposed posts in the Office of the Police Commissioner. In addition to the conduct and discipline courses, staff members, particularly national staff, will participate in courses covering Umoja employee self-service and general official administrative skills, and leadership courses will be conducted for management. Umoja-related training will be conducted internally by staff members who are trained as Umoja local process experts or have gone through the train-the-trainers programmes, thereby enabling the training of a large number of Mission personnel without increased requirements.

225. While the number of expected participants will increase commensurate with the additional civilian and military personnel anticipated for deployment in the Mission, the overall requirements for training will decrease slightly, compared with the 2016/17 period, owing to the participation in external training activities organized primarily by the United Nations, which do not require the training fees that are typically paid to external training institutions.

226. Training courses will cover the areas of political and civil affairs, law and order and the rule of law, protection of civilians, human rights and gender affairs, disarmament, demobilization, reintegration and repatriation, medical, administration, budget, finance, human resources management, information technology, communications, leadership, organizational development, procurement/contract management, engineering, air and ground transportation, security and other fields.

G. Disarmament, demobilization, reintegration and repatriation

227. The estimated resource requirements for disarmament, demobilization, reintegration and repatriation and community violence reduction for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Other supplies, services and equipment	
Other services	7 150.0
Total	**7 150.0**

228. The Mission will support the Government in implementing its national disarmament, demobilization, and reintegration programme and, in the case of foreign elements, repatriation, as well as its community violence reduction activities for those who are not eligible to participate in the national disarmament, demobilization, reintegration and repatriation programme and for vulnerable members of the community, jointly with the World Bank and other key partners, and through the engagement of the United Nations Office for Project Services. MINUSCA will also continue to work with the International Organization for Migration in providing support to the Government with respect to its implementation of community violence reduction projects. MINUSCA will continue to engage these partners so as to ensure countrywide coverage for those

programmes, providing the Government with technical, financial and logistical support for their coordination and implementation.

229. The national disarmament, demobilization, reintegration and repatriation programme aims at engaging 9,000 ex-combatants (compared with 8,000 combatants from the various armed groups initially envisaged), 2,000 of whom will be demobilized in the 2016/17 period, with the remaining 7,000 ex-combatants to be processed in the 2017/18 period. These include 500 foreign combatants to be repatriated and 1,500 children associated with armed groups, who will be released to participate in reintegration programmes. The programme involves identifying, disarming, demobilizing, vetting and registering combatants in accordance with the eligibility criteria; designing and implementing reinsertion projects for demobilized combatants; conducting weekly sensitization and social mobilization events for peaceful disarmament and community integration of ex-combatants; establishing a robust communications plan, involving other sensitization and outreach activities; and implementing a management information system for the documentation of disarmament, demobilization, reintegration and repatriation activities. MINUSCA will provide strategic and technical support to the national disarmament, demobilization and reintegration authorities through regular meetings and the co-location of personnel from MINUSCA so as to reinforce the capacity of the national authorities to implement their programme, including provision of support to the Government in the development and implementation of a plan for the integration of ex-combatants into the security and defence forces and into civil administration of the State and the development of a national commission for small arms and light weapons to address civilian disarmament and contribute to the creation of better security conditions directed towards a successful disarmament, demobilization and reintegration process ($5.2 million).

230. The community violence reduction programme will involve the development of a comprehensive strategy for combatants who are ineligible for disarmament, demobilization and reintegration; implementation of 20 community violence reduction projects for 5,000 beneficiaries, including combatants as well as community members; and the conduct of outreach activities to strengthen social cohesion ($2.0 million).

231. The overall provision for both programmes, as described above, includes estimated costs for personnel ($1.2 million), supplies and equipment ($2.8 million), services ($2.9 million) and travel ($0.3 million).

H. Weapons and ammunition management

232. The estimated resource requirements for the management of weapons and ammunition for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Other supplies, services and equipment	
Other services	10 100.0
Total	**10 100.0**

233. MINUSCA will continue to assist the Government in reducing the threat of unsafe weapons and ammunition and reinforcing the capacity of the national authorities in this regard. The activities will be conducted by the United Nations Office for Project Services, managed by the Mine Action Service of the United Nations and conducted through the engagement of DanChurchAid, The Development Initiative and private national and international construction contractors so as to enable and support the projects within the area of operations.

234. The activities would include maintaining a standing capacity to respond to reports of explosive threats in communities, involving survey or disposal; the overall disposal of unsafe and obsolete weapons, ammunition and explosive hazards, including within the framework of disarmament, demobilization and reintegration; rehabilitation and construction of 20 storage facilities in areas prioritized by the Police and Gendarmerie Capacity-development Plan and the joint MINUSCA/European Union training mission/European Union delegation security sector reform support plan for the Central African Armed Forces, building on work in previous periods; awareness raising sessions and training for the personnel of MINUSCA and the national authorities with regard to risks; and transfer of risk education to civilians in the Central African communities to mitigate the threat of explosives which remains ever present in Bangui as well as the rest of the country. Specific training will be conducted on the removal of explosives and stockpiles for, and technical assistance will be provided on the management of, weapons and ammunition through steering committee meetings with the Central African police and gendarmerie, customs and water/forestry affairs and the armed forces. The provision includes estimated costs for personnel ($4.0 million), supplies and equipment such as education materials, explosive ordnance disposal equipment, vehicles and explosives ($0.5 million), services ($5.4 million) and travel ($0.2 million).

I. Other programmatic activities

235. The estimated resource requirements for other programmatic activities for the period from 1 July 2017 to 30 June 2018 are set out directly below:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	151.3
Official travel	579.0
Facilities and infrastructure	
Acquisition of office equipment	245.0
Spare parts and supplies	244.4
Other supplies, services and equipment	
Other services	9 673.4
Total	**10 893.1**

236. Other programmatic activities will be undertaken primarily through the engagement of the United Nations Office for Project Services and UNDP in the following areas:

(a) Human rights: promoting the establishment of national human rights accountability mechanisms, drawing on the findings and recommendations of the MINUSCA human rights mapping. Activities include developing a strategy and mechanism to support and protect victims and witnesses who appear before the Special Criminal Court and ordinary courts; supporting the establishment of a national commission for human rights and fundamental freedoms in the Central African Republic; provision of technical assistance, advisory services and capacity-building to enable the commission to develop a strategic plan with a corresponding implementation plan for monitoring and reporting, investigation and dispute settlement, support to transitional justice processes and local reconciliation initiatives, and the monitoring of judicial processes, with a view to promoting fair trial standards and compliance with international standards. The programmatic activities entail the development of training and capacity-building programmes and provision of technical assistance through various workshops for and extensive consultation with national stakeholders, including national courts, the Special Criminal Court and civil society, and with victims and survivors, to ensure that the findings of the mapping exercise support national authorities in developing a transitional justice strategy designed to address the legacy of past human rights violations and abuses in the Central African Republic ($1.2 million);

(b) Justice and corrections: strengthening of the penitentiary system through the rehabilitation, construction and equipping of courts or tribunals and prisons; conduct of advisory meetings and engagement in direct involvement in the vetting, recruitment and training of civilian prison personnel as part of the demilitarization of the prison system; provision of daily on-the-job training for civilian prison officer trainees through co-location of MINUSCA corrections officers in prison facilities in Bangui, and provision of daily mentoring and advisory sessions to the prison directors and prison personnel through co-location of MINUSCA corrections officers in prison facilities outside of Bangui; training sessions for elements of the armed forces and civilian prison personnel on best practices in civilian prison management and the Nelson Mandela Rules ($1.0 million);

(c) Justice and corrections: within the context of the Special Criminal Court, improvement and strengthen of the independence of rule of law institutions and their capacity to fight impunity, which will involve the recruitment of specialized consultants and trainers to support investigations and prosecutorial strategy, the organization of workshops and the development of training curriculums. This will also involve providing substantive advice on prosecutions, criminal and forensic analysis equipment, relevant training, and 24-hour security for the Court premises and judges, as well as conduct of a countrywide outreach campaign ($5.6 million). The provision includes estimated costs for personnel ($3.8 million), supplies and equipment ($1.1 million), services ($0.5 million) and travel ($0.2 million). MINUSCA will be working closely with UNDP within the framework of the joint project;

(d) Security sector reform: facilitation of the adoption of plans, policies and activities framed within the national strategy for security sector reform, currently under development, facilitation of the development of a coordination platform of international support for the reform of the internal security forces, and conduct of a sensitization campaign for national stakeholders. In addition, following the rehabilitation in the 2016/17 period of the Military Training Centre in Bouar, which is the first academic military school essential for reforming the defence forces. the Centre would be equipped to begin operation ($1.3 million);

(e) Restoration and extension of State authority (youth at risk): conduct of sensitization and awareness raising sessions to create a favourable environment for community dialogue, social cohesion and a culture of peaceful coexistence and respect for human rights, on citizenship and civic education, organized in Bangui, Bambari, Bouar, Bria and Kaga Bandoro; conduct of town hall peace caravans (youth and the community) to explain to youth the importance of their role in the community, and support to the designated authority and setting up of the structure for the local community peace ambassadors; conduct of community radio exchange sessions among the youth to support local reconciliation and inclusiveness with messaging on national unity; and conduct of community-oriented cultural activities such as football competitions, art gallery events and other talent discovery activities in the community ($1.0 million);

(f) Police training/co-location: conduct workshops to assist in the drafting of internal laws relating to the restructuring of internal security forces, and review of their statutes; rehabilitation and provision of stationery and furniture to police and gendarmerie stations in key priority areas and at the respective headquarters. These capacity-building programmes aim at providing support regarding training, recruitment, selection and development of the capacities of national police and gendarmerie to enable them to maintain security and law and order, including public order. Other issues to be highlighted include a reflection on the legal framework of the Central African Republic, development of a common code of conduct, disciplinary rules, regulations and oversight framework, integration of gender mainstreaming and child protection, and enabling familiarization with welfare, allowances and retirements benefits ($0.7 million).

J. Quick-impact projects

237. The estimated resource requirements for quick-impact projects for the period from 1 July 2017 to 30 June 2018, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2014 to 30 June 2015 (actual)	999.6	33
1 July 2015 to 30 June 2016 (approved)	3 000.0	66
1 July 2016 to 30 June 2017 (approved)	3 000.0	95
1 July 2017 to 30 June 2018 (proposed)	3 000.0	95

238. Together with non-governmental organizations, the United Nations country team and other partners, MINUSCA will work on projects that aim at providing immediate tangible benefits for the lives of people in the Central African Republic. Through its Civil Affairs Section and the use of quick-impact projects, the Mission will continue to foster an environment conducive to effective mandate implementation by establishing confidence in the Mission, its mandate and the peace process. Projects will be implemented through 12 field offices (including Bangui) across three components: (a) protection of civilians and human rights, to improve community protection; (b) support for the political process and reconciliation, to promote social cohesion and reconciliation; and (c) restoration and extension of State authority, to improve the delivery of administrative and social services. The 95 quick-impact projects will focus on:

(a) Protection of civilians and human rights: improving the capacity of the population to organize itself so as to better prevent, and alert MINUSCA, national authorities and security forces (police and gendarmerie) for adequate and timely response to, security incidents. In coordination with national authorities and local and international non-governmental organizations, an early warning system will be established and communication and coordination systems will be established to complement activities for the protection of civilians implemented by MINUSCA (the response side) in order to improve capacities of the communities to organize themselves (the alert and community side) and to be better linked to the protection system of MINUSCA (20 projects at approximately $25,000);

(b) Provision of support for the political process and reconciliation: targeting women, youth and communities in conflict to promote dialogue, confidence-building, reconciliation, social cohesion and peaceful cohabitation within and between communities (50 projects at $25,000). As consistent with the policy for quick-impact projects, such projects will be identified through grass-roots participation, and coordinated across mission components and sections and in consultation with other national and international stakeholders and partners;

(c) Restoration and extension of State authority: improving the delivery of basic public administrative and social services such as the rehabilitation, equipping and functioning of public administration to improve local budgeting and planning, *état civil*, and security, justice and the fight against impunity, as well as education,

health, water, electricity and agriculture. The sustainability of these projects will be ensured through the implementation of joint and complementary projects together with the United Nations country team. For example, schools and health centres will be rehabilitated and equipped, ensuring that the United Nations Children's Fund (UNICEF) and medical and educational non-governmental organizations will support the operation (the medical and education staff), together with the relevant ministries. The initial sustainability of these projects will be assured through a combination of complementary capacity-building activities targeting local officials and civil servants, so as to ensure the effective functioning of those institutions, and through the allocation of local investment funds which will be provided to the Government by the World Bank, France, the European Union and UNDP/MINUSCA (Peacebuilding Support Office) in support of operational costs and in support of good local governance practices (25 projects at approximately $50,000).

III. Analysis of variances[1]

239. The standard terms applied with respect to the analysis of resources variances in the present section are defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

	Variance	
Military observers	($164.2)	(1.9%)

- **External: change in (anticipated) market price levels/inflation**

240. The reduced requirements are attributable primarily to a decrease in the average cost per round-trip movement for travel on emplacement, rotation and repatriation, to $2,070 per ticket based on past expenditures, compared with $2,450 per ticket, as included in the approved budget for the 2016/17 period.

	Variance	
Military contingents	$19 857.6	5.9%

- **Cost parameters: change in contingent rates and contingent-owned equipment rates**

241. The increased requirements are attributable primarily to (a) the impact of the single rate of reimbursement for the services of troop-contributing countries of $1,410 per person per month, as set by the General Assembly in its resolution 68/281, compared with the rate of $1,365 as applied to the approved budget for the 2016/17 period; (b) a lower estimated adjustment against the standard reimbursement to troop-contributing countries with respect to costs for the deployment of non-functional or absent contingent-owned equipment in line with Assembly resolution 67/261, resulting from recent improvements, compared with the adjustment applied to the approved budget for the 2016/17 period; and (c) higher rates for contingent-owned equipment resulting from the anticipated deployment of

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

new specialized units and increased capabilities of units deployed, as reflected in the memorandums of understanding.

	Variance	
United Nations police	($576.3)	(3.1%)

- **External: change in (anticipated) market price levels/inflation**

242. The reduced requirements are attributable primarily to a decrease in the average cost per round-trip movement for travel on emplacement, rotation and repatriation to $1,060 per ticket based on past expenditures, compared with $2,450 per ticket, as included in the approved budget for the 2016/17 period.

	Variance	
Formed police units	($1 107.4)	(2.0%)

- **External: change in (anticipated) market price levels/inflation**

243. The reduced requirements are attributable primarily to a decrease in the average cost per round-trip movement for travel on emplacement, rotation and repatriation to $1,420 per ticket based on past expenditures, compared with $2,510 per ticket, as included in the approved budget for the 2016/17 period. The reduced requirements are offset in part by (a) a higher estimated adjustment against the standard reimbursement to police-contributing countries for the deployment of non-functional or absent contingent-owned equipment, in line with General Assembly resolution 67/261, resulting from recent deployment patterns of equipment, and the additional number of units included in the estimate for the 2017/18 period, which were not yet deployed for the 2016/17 period; and (b) an increase in the daily contractual rate for rations, effective April 2017, of €6.42 per person, compared with €4.48 per person, as included in the approved budget for the 2016/17 period.

	Variance	
International staff	($973.9)	(0.8%)

- **Management: additional inputs and additional outputs**

244. The reduced requirements are attributable primarily to a decrease in the rates for salaries and common staff costs resulting from the revised salary scale for the 2017/18 period and the proposed abolishment of six international posts. The reduced requirements are offset by the proposed establishment of 17 new international posts and conversion of 20 temporary positions to posts.

	Variance	
National staff	$523.3	4.4%

- **Management: reduced inputs and additional outputs**

245. The increased requirements are attributable primarily to the application of a vacancy factor of 40.0 per cent for National Professional Officers, in the

computation of national staff salary costs, compared with 50.0 per cent, as applied in the approved budget for the 2016/17 period, and the proposed establishment of 10 new posts (4 National Professional Officer and 6 national General Service) and the conversion of three temporary positions to posts (1 National Professional Officer and 2 national General Service).

	Variance	
United Nations Volunteers	($1 059.1)	(8.5%)

- **Management: delayed recruitment of civilian staff**

246. The reduced requirements are attributable primarily to the application of a vacancy factor of 20.0 per cent in the computation of salary costs for international positions, compared with 5.0 per cent, as applied in the approved budget for the 2016/17 period. The reduced requirements are offset by the proposed establishment of 16 new United Nations Volunteer positions and the application of a vacancy factor of 5.0 per cent in the computation of salary costs for national positions, compared with 40.0 per cent as applied in the approved budget for the 2016/17 period.

	Variance	
General temporary assistance	($2 194.8)	(25.0%)

- **Management: reduced inputs and reduced outputs**

247. The reduced requirements are attributable primarily to the conversion of 23 temporary positions (20 international, 1 National Professional Officer and 2 national General Service) and the abolishment of one international temporary position in the Mission Support Division and a decrease in the rates for salaries and common staff costs resulting from the revised salary scale for the 2017/18 period. The reduced requirements are offset in part by the proposed establishment of nine new international temporary positions.

	Variance	
Government-provided personnel	$3 226.2	170.0%

- **Mandate: change in scale/scope of mandate**

248. The increased requirements are attributable to the increase in authorized strength (see Security Council resolution 2264 (2016)) to 108 corrections officers, compared with 40, as included in the approved budget for the 2016/17 period, with a consequential increase in allowances and travel.

	Variance	
Consultants	$633.9	60.3%

- **Management: additional inputs and outputs**

249. The increased requirements are attributable primarily to the engagement of consultants with technical expertise in the following specialized fields as they relate

to the non-programmatic work of the Mission: justice and corrections, to assist the Government of the Central African Republic in monitoring and oversight of the implementation plan for the demilitarization of the prison system; environmental management, in connection with the implementation of the Rapid Environment and Climate Technical Assistance Facility (REACT) project; engineering, to ensure the quality control of wastewater and to maintain specialized equipment beyond the scope of the expertise of conventional technicians; and security sector reform, to support the development of a communication strategy and drafting of legislation, and for programmatic activities as they relate to human rights and the restoration and extension of State authority, for which a provision was not included in the approved budget for the 2016/17 period.

	Variance	
Travel	$956.7	21.5%

- **Management: additional inputs and outputs**

250. The increased requirements are attributable primarily to (a) official travel anticipated for programmatic activities as they relate to human rights and civil affairs, for which a provision was not included in the approved budget for the 2016/17 period, and additional monitoring and verification, investigation and fact-finding in respect of violations, assessments, retreats and meetings as they relate to the core priorities for the protection of civilians and human rights, as outlined in the mandate of the Mission, compared with the provision included in the budget for the 2016/17 period; and (b) additional training resulting from new functionalities deployed in Umoja and the commitment to invest in leadership and managerial training.

	Variance	
Facilities and infrastructure	($39 985.4)	(33.5%)

- **Management: reduced inputs and reduced outputs**

251. The reduced requirements are attributable primarily:

(a) To the non-requirement for architectural and demolition services in connection with the multi-year establishment and expansion construction projects for the commercial-grade hard-wall permanent structures and prefabricated facilities initially planned for the Mission headquarters, the sector headquarters and other Mission-wide sites (barracks, the kitchen and dining buildings at 40 sites for uniformed personnel camps), which were included in the approved budget for the 2016/17 period, resulting from the management decision to complete the accommodation and office spaces already under development in the sectors using already acquired prefabricated facilities, and build new local-grade hard-wall facilities using individual contractual personnel from the local labour market and, to the extent possible, local materials;

(b) To the non-requirement for the acquisition of various facilities, equipment and supplies, which emerged during the 2016/17 period owing to the transfer of equipment and furniture from UNOCI and UNMIL following their withdrawal and downsizing;

(c) To the shift to an in-house service approach for the maintenance of facilities and equipment, including minor construction, and for movement control services, in lieu of the planned outsourcing to a commercial service provider, as included in the approved budget for the 2016/17 period, with the requirements for individual contractual personnel reflected under the other supplies, services and equipment budget line.

252. The reduced requirements are offset in part by the acquisition of additional field defence supplies to reinforce the protective security walls and the overall protection of Mission personnel in the area of operations, following the progress achieved with respect to the establishment of sector headquarters and expansion of Mission headquarters.

	Variance	
Ground transportation	$1 459.8	7.6%

- **Management: additional inputs and outputs**

253. The increased requirements are attributable primarily to the anticipated consumption of fuel of 6.2 million litres at an average cost of $1.65 per litre, compared with 4.4 million litres at an average cost of $1.59 per litre, as included in the budget for the 2016/17 period, resulting from the continued establishment/expansion of Mission and sector headquarters and anticipated full deployment of uniformed personnel. The increased requirements are offset in part under rental of vehicles by the final shift to an in-house service approach for heavy transport operations (vehicles and services), in lieu of the outsourcing to a commercial service provider, as included in the approved budget for the 2016/17 period.

	Variance	
Air operations	$11 900.0	14.2%

- **Management: additional inputs and outputs**

254. The increased requirements are attributable primarily to (a) additional guaranteed fleet costs resulting from the addition of one fixed-wing aircraft (DHC-7) to the fleet to provide medical and casualty evacuation support in the eastern part of the Central African Republic; (b) higher guaranteed fleet costs and cost per flight hour resulting from the replacement of two rotary-wing aircraft (Mi-8MT) with two commercial search and rescue/aero-medical evacuation rotary-wing aircraft (Mi-8MTV), with night vision and thermal imaging capabilities, and additional flight hours dedicated to medical and casualty evacuation, as compared with requirements under the approved budget for the 2016/17 period; and (c) the estimated average price of fuel anticipated of $1.24 per litre, compared with $1.12 per litre, as included in the approved budget for the 2016/17 period. The increased requirements are offset in part by the lower cost for an unmanned aerial system resulting from a change in respect of sourcing a system from a troop-contributing country, compared with the commercial solution approved in the budget for the 2016/17 period.

	Variance	
Naval	$2 410.0	2 677.8%

- **Management: additional inputs and same outputs**

255. The increased requirements are attributable to the acquisition of 500 standard dry shipping containers suitable for naval transportation, at an estimated average cost of $5,000 per unit, to minimize demurrage charges, which are then repurposed as storage space, defence barriers, and offices, compared with the 20 containers at an average cost of $4,500 per unit included in the approved budget for the 2016/17 period.

	Variance	
Communications	$2 106.4	8.0%

- **Management: additional inputs and same outputs**

256. The increased requirements are attributable primarily to (a) the acquisition of additional network routers, switches, wireless local area network (LAN) controllers and access points for the establishment and expansion of the Internet and network services in Bangui and to the sector headquarters and field offices; (b) the acquisition and implementation of a new project for a rapid deployable communications platform solution designed to provide a secure communications network where terrestrial communications infrastructure are non-existent in Bangui, for uniformed and civilian personnel, in particular while in transit throughout the city; and (c) the need for commercial communications related to additional one-time activation fees for satellite services to support the O3b technology in six field offices, compared with activations in three field offices, and additional cellular services provided to personnel in MINUSCA for 1,020 SIM cards, compared with 620 SIM cards, as included in the approved budget for the 2016/17 period.

	Variance	
Information technology	($4 906.8)	18.9%

- **Management: reduced inputs and increased outputs**

257. The reduced requirements are attributable primarily to (a) fewer acquisitions of equipment in connection with the final phase of implementation anticipated for the following initiatives: installation of the modern private mobile radio communications systems (TETRA radio) in all locations outside of Bangui, improvement of energy efficiency through use of a solar hybrid system, installation of telecommunication towers at sector and regional headquarters and non-recurring acquisitions for which a provision was included in the approved budget for the 2016/17 period; and (b) non-recurring information technology services for the installation of closed-circuit television systems in all premises of the Mission so as to improve security, which has been deferred and for which provisions were included in the approved budget for the 2016/17 period.

258. The reduced requirements are offset in part by the acquisition of additional equipment in connection with the second phase of the implementation of the

O3b Internet project, which will result in an increase in bandwidth for access to the Internet, planned for completion in the 2017/18 period.

	Variance	
Medical	($3 999.5)	(46.1%)

- **Management: reduced inputs and additional outputs**

259. The reduced requirements are attributable primarily to (a) the non-requirement for the acquisition of vaccines and medications, in particular for the Ebola virus, which emerged during the 2016/17 period, inasmuch as the current supplies are anticipated as being adequate for the 2017/18 period; and (b) the non-requirement of the engagement of aero-medical evacuation services from a third-party vendor, included in the approved budget for the 2016/17 period, resulting from the proposed continued and additional use of the Mission's air operations in this regard. The additional requirements for medical and casualty evacuations are reflected in the budget for air operations. The reduced requirements are offset in part by the acquisition of equipment commensurate with the anticipated establishment of additional United Nations-owned emergency and first aid stations and United Nations-owned level I clinics in the sectors and field offices, as compared with requirements under the approved budget for the 2016/17 period.

	Variance	
Other supplies, services and equipment	$12 746.1	28.3%

- **Management: additional inputs and outputs**

260. The increased requirements are attributable primarily to (a) the shift to an in-house service approach, inclusive of the engagement of individual contractual personnel, for the maintenance of facilities and equipment, including minor construction, and movement control services, in lieu of the planned outsourcing to a commercial service provider included in the approved budget for the 2016/17 period, with the requirements for commercial service providers reduced under the facilities and infrastructure budget line; (b) additional freight costs anticipated for forwarding supplies and equipment, including from intermission transfers, from Douala or Bangui and onward to additional regions within the area of operations of the Mission, resulting from the further deployment of personnel to the field as the expansion of facilities progresses, and for customs clearing services based on contractual arrangements currently near finalization, for which a provision was not included in the budget for the 2016/17 period; (c) internal meeting services based on actual expenditure, for which a provision was not included in the budget for the 2016/17 period; and (d) the engagement of third parties to continue and expand the programmatic activities of the Mission as they relate to capacity-building of the national police and gendarmerie, to justice and corrections in support of the Special Criminal Court in the Central African Republic, and to human rights, as compared with the programmatic activities included in the approved budget for the 2016/17 period.

IV. Actions to be taken by the General Assembly

261. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic are:**

(a) **Appropriation of the amount of $921,580,500 for the maintenance of the Mission for the 12-month period from 1 July 2017 to 30 June 2018;**

(b) **Assessment of the amount of $345,592,688 for the period from 1 July to 15 November 2017;**

(c) **Assessment of the amount of $575,987,812 for the period from 16 November 2017 to 30 June 2018, should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286 and 70/271, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

A. General Assembly

Cross-cutting issues

(resolution 70/286)

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service-level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20)	The budgeted ratio of mission support staff to substantive staff has improved from 60 substantive personnel for every 100 support personnel in the 2016/17 period to 65 substantive personnel for every 100 support personnel in the 2017/18 period. The Mission has experienced difficulties in identifying suitable candidates, in particular for national posts. Consequently, the nationalization of functions may not occur within the next two to three years
Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24)	The transfer of the Gender Affairs Unit to the Office of the Special Representative of the Secretary-General to strengthen the integration of gender equality and implement the decisions of the Security Council on women, peace and security in all Mission interventions and processes is proposed for the 2017/18 period
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25)	Female representation at the P-5 level and above in the Mission, as at 30 June 2016, is 23 per cent

Decision/request	*Action taken to implement decision/request*
Requests **the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31)**	**The Mission has implemented an environmental management programme to support implementation of its environmental action plan, which has been operational since September 2015. As of January 2017, the Mission had installed 7 standard waste-water treatment plants with a further 13 to be installed by 1 July 2017 in all key locations, including Mission headquarters in Bangui, three sector headquarters (Bria, Bouar and Kaga Bandoro) and eight field offices (Bambari, Bossangoa, Bangassou, Berbérati, Birao, Ndélé, Obo and Paoua). The Mission is implementing the solid waste management yards project in all key Mission and sector headquarters. In 2016, implementation of various substantive renewable energy options to scale up and improve energy efficiency throughout the Mission is under way. These range from quick and simple interventions (such as white roofs and shading) to strategic investments in energy-efficient buildings, as applicable, and ongoing implementation and further acquisition in respect of photovoltaic perimeter lights (solar) throughout the entire Mission. In addition, the installation of synchronized high-capacity generator sets to control diesel consumption would continue into the 2017/18 period to improve energy efficiency and increase the use of renewable energy in the Mission**
Recognizes **the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard (para. 32)**	**The Training Cell currently delivers training to national staff in Bangui, Kaga Bandoro, Bouar, Bria, Bambari, Bossangoa, Bangassou and Berbérati. Other capacity-building and training and education options (such as online and WebEx courses), once reliable Internet is available to national staff, will be considered as well**
Further recognizes **the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the need to address challenges facing the deployment and utilization of such systems in individual peacekeeping missions (para. 34)**	**Challenges in procurement, deployment and utilization of an unmanned aerial system have been addressed in the new edition of the aviation manual for field support which will be published in upcoming months, providing the Mission with guidance on those particular subjects**
Requests **the Secretary-General to ensure the security of information and communications in missions, including those gathered from the use of unmanned aerial systems, as a matter of priority (para. 35)**	**The Departments of Peacekeeping Operations and Field Support are developing a new policy to ensure proper employment, sharing and ownership of United Nations data, to include cooperation with third parties, as described in the human rights due diligence policy on United Nations support to non-United Nations security forces.**

Decision request	*Action taken to implement decision request*
	Significant efforts are being made with all stakeholders to ensure the security of the information gathered through use of the aerial systems
Recalls paragraph 39 of its resolution 69/307 and paragraphs 136 to 138 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/70/742), reaffirms its request to the Secretary-General to ensure consistency, transparency and cost-efficiency in the budgeting for unmanned aerial systems in individual peacekeeping operation budget proposals in this regard, including by presenting expected accomplishments and indicators of achievement, as well as information on outputs, as appropriate, in the context of the results-based budget framework, and also reaffirms its request to the Secretary-General to include comprehensive information, including on lessons learned from the utilization of unmanned aerial systems in United Nations peacekeeping operations, in the next overview report (para. 36)	The Departments of Peacekeeping Operations and Field Support have developed guidance on operational requirements aimed at ensuring that the most cost-effective systems are acquired, regardless of the contractual nature, whether through commercial contracts or letters of assist with troop-contributing countries. In addition, the development of internal mechanisms and benchmarks is under way to facilitate transparent and consistent budgeting for aerial systems As with any other commodity requirements, the procurement of unmanned aerial system capacity is subject to the procurement rules and regulations of the United Nations. In order to ensure greater consistency and transparency, as recommended by the Advisory Committee, the budgeting of unmanned aerial systems is carried out based on the previous acquisition exercise, lessons learned and the current market survey. Lessons learned from the acquisition and operations of MONUSCO include the importance of contracting unmanned aerial system operators rather than manufacturers. Similarly, other lessons learned include the importance of ground support, adequate crews qualified to operate unmanned aerial systems and training. The future acquisition exercise would take into consideration additional lessons learned from other missions, as well as their requirements based on operational experience, and actual utilization The commercial unmanned aerial systems are procured through a competitive bidding exercise (request for proposal) and the procurement of unmanned aerial systems from Member States is performed through the standard letter of assist process. Acquisitions of unmanned aerial systems through either letter of assist or through commercial contract are performed in accordance with the established procurement procedure following United Nations procurement rules and regulations

Decision/request	*Action taken to implement decision/request*
Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42)	Detailed information on planned and approved construction projects has been provided in respect of the budget proposal for the 2017/18 period
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43)	The Acquisition Planning Section of the Mission undertakes the following oversight and internal controls-related actions in the areas of procurement and asset management procedures: (a) Checks available stock levels with the MINUSCA Integrated Warehouse before undertaking procurement activities, the aim being to ensure reductions in reserves and/or excess holdings of expendables and non-expendables; (b) Consults with United Nations Headquarters/ United Nations Global Service Centre to ensure compliance with asset management policies; (c) Makes acquisition projections which take into account current and future needs of MINUSCA; (d) Makes representations to section heads and Mission leadership advising on cost saving and other best practices in relation to procurement and asset management MINUSCA, through its Acquisition Planning Section, is committed to developing and executing strong and actionable internal controls which would improve procurement and asset management systems in full compliance with established policies and procedures of the United Nations
Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 45)	In accordance with the Financial Regulations and Rules of the United Nations in line with the provisions of the Organization's Procurement Manual, MINUSCA contributes to the local economy by utilizing local capacity and materials such as bricks, stones, sand and gravel for construction projects, where possible

Decision request	*Action taken to implement decision request*
Recognizes the important role played by quick impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all planned projects, and requests the Secretary-General to enhance the impact of these projects while addressing underlying challenges (para. 55)	Both audits performed by internal and external auditors in 2015 and 2016 recognize the real impact that implemented projects have on confidence building with communities, and redeployment and functioning of public administration, as well as on reconciliation and community dialogue challenges Audits and internal annual reports demonstrate the compliance of MINUSCA with policy directives and guidelines while implementing planned projects and reporting on administrative, financial and operational issues While 100 per cent of the 33 projects were implemented within three months following the 2015/16 period, the completion rate for projects approved for the 2016/17 period had reached 63 per cent by the end of October 2016. Several factors have affected the implementation of quick-impact projects, such as the lengthy administrative process, the logistical and weather-related constraints of the country, the poor quality and low number of reliable implementing partners and the lack of dedicated staff and technical resources for assignment in the sectors and at headquarters level for the timely management and delivery of projects, which are currently being addressed through increased decentralization of responsibilities at the office level
Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70)	The related response of all peacekeeping missions, including MINUSCA, with respect to addressing issues raised in paragraphs 70, 71, 76 and 79 to 82 of General Assembly resolution 70/286 will be included within the context of the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse
Welcomes the determination of the Secretary-General to fully implement the United Nations policy of zero tolerance of sexual exploitation and sexual abuse, and requests the Secretary-General to report on the results achieved and challenges encountered in the next report (para. 71)	

Decision request	*Action taken to implement decision request*
Calls upon the Secretary-General to ensure coordination across United Nations entities at the country level in order for victims to receive immediate basic assistance and support in accordance with their individual needs arising from alleged sexual exploitation and abuse (para. 76)	
Requests the Secretary-General to immediately inform the Member States concerned about allegations of sexual exploitation and abuse, of which United Nations entities may become aware, in missions operating under a Security Council mandate, and requests the Secretary-General to ensure that the Member States concerned receive all available information to allow for appropriate follow up by their national authorities (para. 79)	
Recognizes the risk factors linked to recent allegations of sexual exploitation and abuse, as identified by the Secretary-General in paragraph 25 of his latest report (A/70/729), including the rehatting of troops, the absence of predeployment training on standards of conduct, the excessive length of deployment for certain contingents, the living conditions of contingents, including lack of welfare and communication facilities to stay in contact with home, camps being situated in proximity to and not properly separated from the local population, and lack of discipline among some contingents, and in this regard requests the Secretary-General to further analyse all risk factors, including those listed above, in his next report and to provide recommendations to mitigate those risks, taking into account the respective responsibilities of missions, the Secretariat and troop- and police-contributing countries (para. 80)	
Stresses the importance of training all personnel for the prevention of sexual exploitation and sexual abuse, as part of the predeployment training, as well as in mission training and awareness-raising programmes, and requests the Secretary-General to expedite the deployment of the e-learning programme (para. 81)	

Decision request	*Action taken to implement decision request*
Recalls paragraph 175 of the report of the Advisory Committee, and requests the Secretary-General to include in future reports information on allegations of sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate (para. 82)	

Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

(resolution 70/271)

Decision request	*Action taken to implement decision request*
Notes the proposed reorganization of the Mission Support Division, and requests the Secretary-General, in the context of the next budget submission, to provide detailed information on the rationale for the proposed reorganization, including clear justification and the goals expected to be achieved, as well as on measures taken to mitigate potential risks (para. 9)	The reorganization approved for the 2016/17 period was in response to a number of recommendations, including from the Office of Internal Oversight Services and the Board of Auditors, the International Public Sector Accounting Standards, to some extent the deployment of Umoja and mainly to the implementation requirements of the global field support strategy. While the global field support strategy provides strategies on several support areas, the reorganization was related mainly to the implementation of end-to-end supply chain management strategies, including more efficient use of existing resources, greater control and flexibility in the procure-to-pay process, avoidance of duplication of functions, and reduction in bureaucracy. The overall objective was to improve effectiveness, efficiency and responsiveness of, and client satisfaction with, Mission support The reorganization was also based on field experiences, best practices and lessons learned. The Mission Support Division has kept the reorganization under review, with a view to refining the structure based on the experiences gained and the risks identified. The proposal for further organizational changes in the 2017/18 period, such as the changes made to the General Supply Unit and the Property Management Section, as well as a number of reassignments and redeployments of posts and positions, is the direct result of this review process

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues (resolution 70/286)

(A/70/742)

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee on Administrative and Budgetary Questions shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations. The Committee recalls that, pursuant to General Assembly resolution 69/307, it has begun receiving six-month updates on the nature and extent of budgetary redeployments in missions. In this regard, the Committee intends to continue analysing these reports with a view to making further recommendations to the General Assembly as necessary, and aimed at ensuring greater budgetary accuracy and improved fiscal discipline and control, while allowing the necessary flexibility to accommodate the volatility of peacekeeping operations and to enable responsiveness to changing circumstances on the ground (paras. 31 and 32)	The Mission continues to monitor the level and frequency of redeployments and has taken measures to minimize the frequency of redeployments by monitoring transactions and providing expenditure reports to all fund centre managers on a regular basis. The redeployments are fully documented, justified and executed in accordance with the delegation of financial authority. Redeployments are performed based on sound justification and are necessary owing to events that the Mission was not able to foresee at the time of budget formulation The Mission established the Budget Steering Committee in July 2015, headed by the Special Representative of the Secretary-General, and consisting of all heads of pillars, to provide guidance, direction and coordination during the budget process. The Committee guides the budget's strategic assumption and major resourcing priorities and meets regularly to review budget implementation and budget formulation MINUSCA has further established and implemented a procedure by which all requests for redeployments are made through a standardized template which entails rationalization by managers in a narrative format In addition, the Finance and Budget Section issues a report every two weeks to keep substantive and support section chiefs informed of the status of their allotments
The Advisory Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46)	The Mission has reviewed its staffing establishment for posts that have been vacant for more than two years, and for which the recruitment process has not been initiated, and in this regard has taken them into consideration within the context of the proposed budget for the 2017/18 period

Request recommendation	*Action taken to implement request recommendation*
In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings cited in the report of the Advisory Committee, together with the additional observations and recommendations made in paragraphs 119 to 138 of the present report, the Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116)	In line with the recommendations of the Board of Auditors and the Advisory Committee in previous reports, efforts were undertaken to improve the overall efficiency and effectiveness of air operations through initiatives such as optimization of available resources, sharing of regional air assets, use of stand-by charter agreements, requests for proposal, the satellite tracking system and the aviation information management system. Guidance was provided to missions through the standard cost and ratio manual and through other formal and informal communications on conducting trend analysis/historical analysis and on applying the results of such analyses to review and exercise rightsizing of the fleet so as to achieve optimum fleet composition and to incorporate such results in the development of future resource requirements for aviation for realistic and accurate projections. It is envisioned that the optimization of the available fleet, sharing of regional resources and increased use of stand-by contracts are expected to improve utilization and result in cost savings As a result of such analysis and a revised concept of operations incorporating the shared airframe concepts, fleets were revised and reduced in a few missions, while a few other missions started to make use of the shared and other air assets under the stand-by air charter agreement. It is worthy of note that, within the context of this work in progress, a few contracts with imminent expiration dates are candidates for the request for proposal process, making use of the industry's expertise in providing creative solutions to air transport issues. Tangible efficiencies will soon be realized as a result of these initiatives
The Advisory Committee reiterates the need for greater consistency and transparency in the budgeting for unmanned aerial systems (para. 138)	Reference is made above to the response in paragraph 36 of General Assembly resolution 70/286
The Advisory Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and the United Nations Logistics Base at Brindisi, Italy, particularly for those projects spanning more than one budgetary cycle. Details for multi-year projects should be included in specific budget	Detailed information on planned and approved construction projects has been provided in respect of the budget proposal for the 2017/18 period

Request recommendation	*Action taken to implement request recommendation*
proposals, including the overall status of implementation at the time of the respective budget request and those projects valued at $1 million or more should be clearly identifiable within the budget request (para. 157)	
The Advisory Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative type vehicles. The Committee trusts that the mission vehicle acquisition plans for the 2017/18 financial period will reflect the outcome of this review (para. 160)	Currently, MINUSCA is unable to replace 4X4 vehicles with sedan vehicles in the Central African Republic owing to poor road conditions in the country, including the capital, which would otherwise necessitate a high cost for maintenance. Implementation will be taken into consideration if road conditions improve in the future

Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (resolution 70/271)

(A/70/742/Add.12)

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee notes that the Secretary-General has indicated, for the first time, workload ratios for the inspection functions of the United Nations-owned and contingent-owned equipment. The Committee recognizes that it is essential that peacekeeping missions have an appropriate capacity to carry out such inspection functions. While the Committee welcomes the inclusion of the information related to the workload ratios, it is of the view that an assessment of the actual workload ratios for 2016/17 for the inspection functions of the United Nations-owned and contingent-owned equipment, as specified by the Secretary-General, should be conducted, and that the proposed increased capacity for the inspection functions should be provided, at this stage, by general temporary assistance positions at the Mission. Furthermore, the Committee recommends that the General Assembly request the Secretary-General to provide an analysis of the assessment in his next budget submission for MINUSCA (paras. 45 and 46)	Workload ratios for the inspection functions of both United Nations-owned and contingent-owned equipment are presented under the respective proposed staffing requirements
The Advisory Committee expects that the Secretary-General will include information related to the staffing review and its outcome in his budget submission for 2017/18 (para. 48)	The recommendations of the civilian staffing review have been incorporated in the budget proposal for the 2017/18 period, as appropriate

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee encourages MINUSCA to continue its efforts to increase the ratio of national staff through nationalization of international posts (para. 49)	Given the difficulties in identifying suitable candidates for national posts, as recognized in the civilian staffing review report, particularly females, the nationalization of posts may not occur, as initially planned, within two to three years
The Advisory Committee expects that the Secretary-General will provide information on the implementation of the pilot project in the next budget, for 2017/18 (para. 61)	The estimated total cost of $9.5 million proposed for the unmanned aerial system under a letter of assist with a troop-contributing country is anticipated based on several factors such as range, endurance beyond line of sight system, ground control station, unmanned aerial equipment, sensor payloads and associated crew. The system is beyond line of sight, medium-altitude long- endurance, class C, which has an almost similar capacity to the system deployed in MINUSMA
The Advisory Committee is of the view that there is a lack of clarity concerning the budgeting and calculation of the costs of the unmanned aerial system to be deployed at MINUSCA. The Committee reiterates the need for greater transparency in the budgeting for unmanned aerial systems (A/69/839, para. 147). Furthermore, the Committee is of the view that insufficient information was provided to validate the estimates of $20 million for the unmanned aerial system to be deployed at the Mission (para. 57)	
Concerning the budgeting of the requirements for the support to the Special Criminal Court under other supplies, services and equipment, the Advisory Committee notes that the proposed activities appear to reflect direct support services provided to the Government of the Central African Republic and therefore considers that those activities should be properly described as such under the substantive part of the budget, with clearly identified links to expected accomplishments and indicators of achievements. The Committee also trusts that the Secretary-General will provide information on this issue in the relevant performance reports (see also A/70/742/Add.4, para. 33 (b)) (para. 66)	The Mission is specifically mandated to provide technical assistance and capacity-building to the authorities of the Central African Republic in establishing the Special Criminal Court, including, inter alia, in the areas of criminal investigations, prosecution strategy, court management and establishment of a legal aid system. For the 2017/18 period, programmatic activities are included that would provide direct support to the operationalization of the Court. Envisioned within the context of this support is the recruitment of specialized expert consultants who will assess the needs and capacity of the current environment and assist the national authorities in the development and implementation of key elements essential for the efficient and effective functioning of the Court. These expert consultants, who have specialized skill sets that are not available within MINUSCA, will be recruited on a short-term temporary basis during various targeted phases of the establishment of the Court

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee recommends that the General Assembly request the Secretary-General to report, in the next budget, on the progress related to the signing of a formal cost-sharing agreement between MINUSCA and the United Nations Development Programme (para. 67)	A formal cost-sharing agreement between MINUSCA and UNDP has not been signed owing to a number of uncertainties, primarily the level of contributions of various donors

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I);

- **Post establishment**. A new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**. An approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**. An approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**. An approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**. An approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**. The following are three possible options for post conversion:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or arising from performance-related issues (e.g., underestimation of the costs or quantities of inputs required to produce a certain level of outputs, or delayed recruitment)

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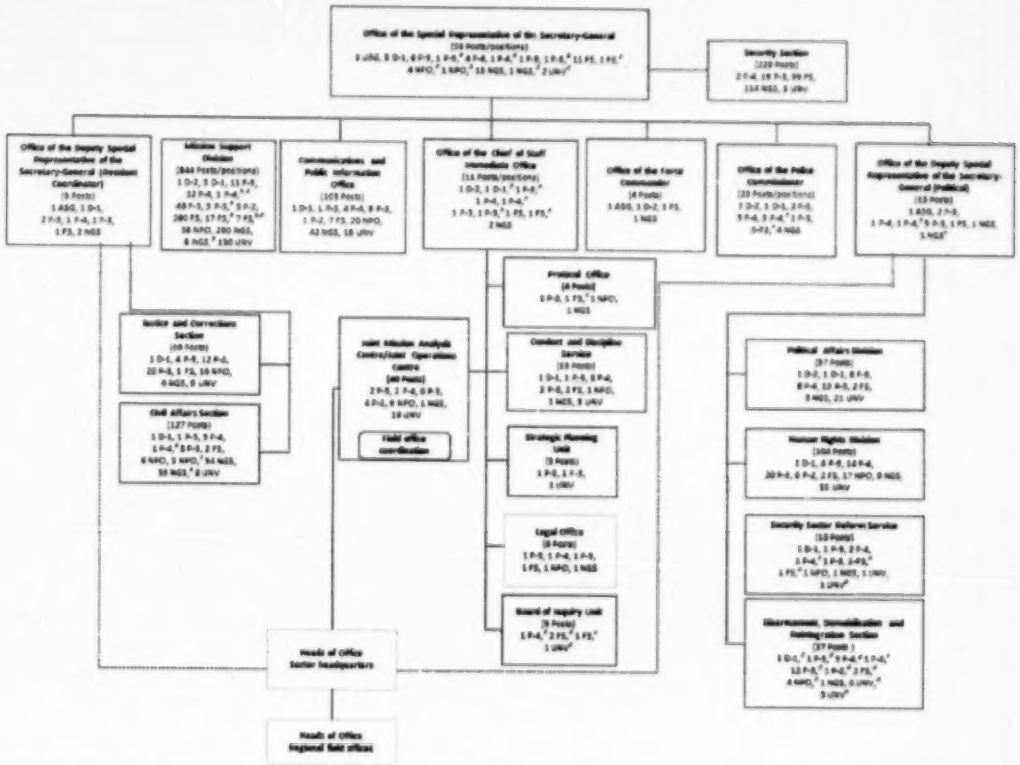
Annex II

Organization charts

A. United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer; USG, Under-Secretary-General.

[a] New post.

[b] Approved general temporary assistant position.

[c] New general temporary assistant position.

[d] Redeployed.

[e] Reassigned.

[f] Converted.

[g] Reclassified.

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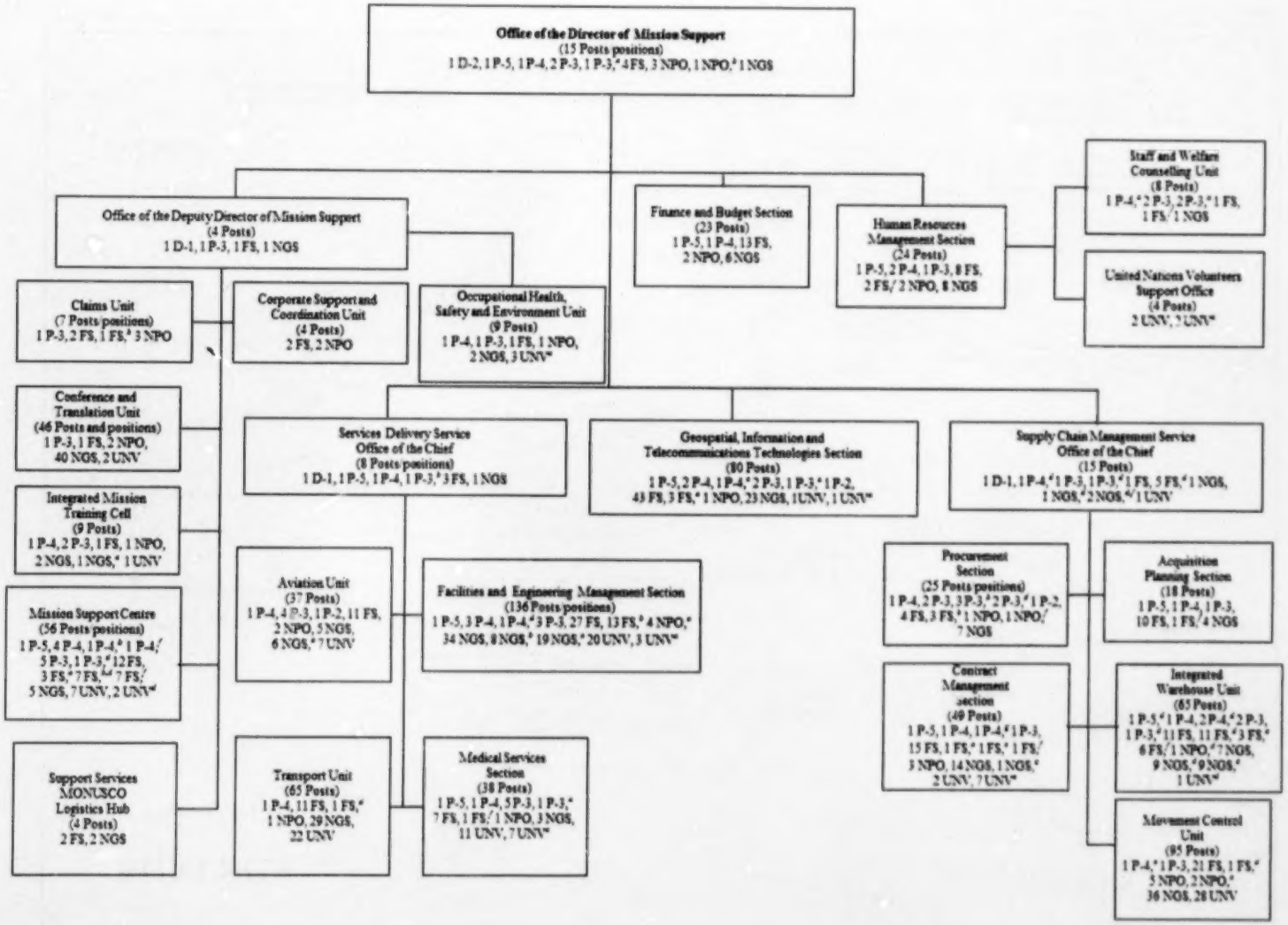
B. Mission Support Division


Office of the Director of Mission Support
(15 Posts positions)
1 D-2, 1 P-5, 1 P-4, 2 P-3, 1 P-3,[a] 4 FS, 3 NPO, 1 NPO,[b] 1 NGS
Office of the Deputy Director of Mission Support
(4 Posts)
1 D-1, 1 P-3, 1 FS, 1 NGS
Finance and Budget Section
(23 Posts)
1 P-5, 1 P-4, 13 FS,
2 NPO, 6 NGS
Human Resources Management Section
(24 Posts)
1 P-5, 2 P-4, 1 P-3, 8 FS,
2 FS,/ 2 NPO, 8 NGS
Staff and Welfare Counselling Unit
(8 Posts)
1 P-4,[a] 2 P-3, 2 P-3,[a] 1 FS,
1 FS,/ 1 NGS
United Nations Volunteers Support Office
(4 Posts)
2 UNV, 2 UNV[a]
Claims Unit
(7 Posts/positions)
1 P-3, 2 FS, 1 FS,[b] 3 NPO
Corporate Support and Coordination Unit
(4 Posts)
2 FS, 2 NPO
Occupational Health, Safety and Environment Unit
(9 Posts)
1 P-4, 1 P-3, 1 FS, 1 NPO,
2 NGS, 3 UNV[a]
Conference and Translation Unit
(46 Posts and positions)
1 P-3, 1 FS, 2 NPO,
40 NGS, 2 UNV
Integrated Mission Training Cell
(9 Posts)
1 P-4, 2 P-3, 1 FS, 1 NPO,
2 NGS, 1 NGS,[a] 1 UNV
Mission Support Centre
(56 Posts positions)
1 P-5, 4 P-4, 1 P-4,[a] 1 P-4,/
5 P-3, 1 P-3,[a] 12 FS,
3 FS,[a] 7 FS,[b] 7 FS,/
5 NGS, 7 UNV, 2 UNV[a]
Support Services
MONUSCO
Logistics Hub
(4 Posts)
2 FS, 2 NGS
Services Delivery Service
Office of the Chief
(8 Posts positions)
1 D-1, 1 P-5, 1 P-4, 1 P-3,[a] 3 FS, 1 NGS
Aviation Unit
(37 Posts)
1 P-4, 4 P-3, 1 P-2, 11 FS,
2 NPO, 5 NGS,
6 NGS,[a] 7 UNV
Transport Unit
(65 Posts)
1 P-4, 11 FS, 1 FS,[a]
1 NPO, 29 NGS,
22 UNV
Facilities and Engineering Management Section
(136 Posts positions)
1 P-5, 3 P-4, 1 P-4,[a] 3 P-3, 27 FS, 13 FS,[b] 4 NPO,[a]
34 NGS, 8 NGS,[a] 19 NGS,[a] 20 UNV, 3 UNV[a]
Medical Services Section
(38 Posts)
1 P-5, 1 P-4, 5 P-3, 1 P-3,[a]
7 FS, 1 FS,/ 1 NPO, 3 NGS,
11 UNV, 7 UNV[a]
Geospatial, Information and Telecommunications Technologies Section
(80 Posts)
1 P-5, 2 P-4, 1 P-4,[a] 2 P-3, 1 P-3,[a] 1 P-2,
43 FS, 3 FS,[a] 1 NPO, 23 NGS, 1 UNV, 1 UNV[a]
Supply Chain Management Service
Office of the Chief
(15 Posts)
1 D-1, 1 P-4,[a] 1 P-3, 1 P-3,[a] 1 FS, 5 FS,[a] 1 NGS,
1 NGS,[a] 2 NGS,[a] 1 UNV
Procurement Section
(25 Posts positions)
1 P-4, 2 P-3, 3 P-3,[a] 2 P-3,[a] 1 P-2,
4 FS, 3 FS,[a] 1 NPO, 1 NPO,/
7 NGS
Contract Management section
(49 Posts)
1 P-5, 1 P-4, 1 P-4,[a] 1 P-3,
15 FS, 1 FS,[a] 1 FS,[a] 1 FS,/
3 NPO, 14 NGS, 1 NGS,[a]
2 UNV, 7 UNV[a]
Acquisition Planning Section
(18 Posts)
1 P-5, 1 P-4, 1 P-3,
10 FS, 1 FS, 4 NGS
Integrated Warehouse Unit
(65 Posts)
1 P-5,[a] 1 P-4, 2 P-4,[a] 2 P-3,
1 P-3,[a] 11 FS, 11 FS,[a] 3 FS,[a]
6 FS,/ 1 NPO,[a] 7 NGS,
9 NGS,[a] 9 NGS,[a]
1 UNV[a]
Movement Control Unit
(95 Posts)
1 P-4,[a] 1 P-3, 21 FS, 1 FS,[a]
5 NPO, 2 NPO,[a]
36 NGS, 28 UNV

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Department of Field Support
Geospatial Information Section (formerly Cartographic Section)